



MULTNOMAH COUNTY, OR

FY 2020 ADOPTED BUDGET



Volume 2
Community Justice
Community Services
County Assets
County Management
District Attorney's Office
Sheriff's Office

Table of Contents

Understanding Program Offers	3
What Makes a Good Program Offer	3
Anatomy of a Program Offer	4
<i>Executive Summary & Description</i>	4
<i>Performance Measures</i>	4
<i>Legal and Contractual Mandates</i>	5
<i>Revenue/Expense Detail (Program Costs)</i>	5
<i>Explanation of Revenues</i>	5
<i>Significant Program Changes</i>	5
Types of Programs	6
<i>Administration</i>	6
<i>Support</i>	6
<i>Operating Program</i>	6
<i>New/Innovative</i>	6
<i>Program Alternative or Reconstruction</i>	6
<i>Internal Service</i>	6
<i>Revenue</i>	6
Additional Program Details	7
<i>Program Offer Characteristics</i>	7
<i>Scaled Program Offers</i>	8

Reader's Guide

•
fy2020 adopted budget

(this page intentionally left blank)

Understanding Program Offers

This volume contains program offers submitted by departments and funded in the budget. Each section is separated by department or division and contains the following items, in order:

- Introduction to the department, a department budget overview, budget trends summary, and a budget summary by division.
- Division narratives including significant changes by division.
- List of all of program offers in the department.
- The department's program offers.

Program offers form the basis for the County's budget process. The offers constitute a department's budget request and provide information to the Board of County Commissioners so they can select programs that best serve the community.

Program offers are labeled with a five digit document number and title (e.g. 50005 - DCJ Human Resources). Throughout the budget document, readers will see references to program offers by number and/or title. To find a program offer that is referenced in this document, go to the department's section in Volume 2; the program offers are listed in numerical order.

What Makes a Good Program Offer

A good program offer explicitly shows the relationship between the program and the desired results for services. Program offers should:

- Describe how they will make a significant contribution.
- Show why the County's spending on this program is effective.
- Show evidence the program can deliver and measure its results.
- Give accurate performance measures to track the program's contributions.
- Link the offer to the policy direction/frameworks.
- Describe program activities in layperson's terms.

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

Anatomy of a Program Offer

Executive Summary & Description

Performance Measures

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

The program executive summary should briefly and clearly explain the activities in the program offer. The description should describe how the program will support department strategies or known County policy frameworks. If the offer represents a change in current practice (e.g. a reorganization or change in staffing levels, service hours, etc.), it should briefly describe the nature of that change. The description should cite research, experience, or logic to convincingly make the case for program selection. New programs should note how the department created program cost estimates.

"I have no data yet. It is a capital mistake to theorize before one has data. Insensibly one begins to twist facts to suit theories instead of theories to suit facts."

~Sir Arthur Conan Doyle, Sherlock Holmes

Performance measures are organized in a table in each program offer. The table identifies the type of measure, the measure's definition, and measure results. Where available, the table reports history, annualized current service level estimates (what's being delivered at the time of printing), and anticipated target service level for the upcoming year. Additional supporting information, such as explanations of notable performance changes, are located in the narrative section below the table. Every program offer includes two to four performance measures indicating the level of service expected if the program is selected. Two types of measures are required: the output, which represents the volume of work, and the outcome, which represents the measurable results of that work. For example, a hypothetical addictions treatment program for teenage girls might report the number of girls who received treatment (output), and the percentage of teenage girls who achieved sobriety and completed their treatment plan upon exit (outcome).

Departments may also include additional measures to further illustrate a program's performance, such as resource measures (inputs other than staffing or finances) and measures of service quality/efficiency. Using the addictions treatment example, inputs might be reported as the number of treatment beds available. Quality could be reported as the percent of teenage girls that rate counseling staff as engaging and supportive, and efficiency might be reported as the cost for each successful treatment completion.

Legal and Contractual Mandates

Revenue/Expense Detail (Program Costs)

Explanation of Revenues

Significant Program Changes

Many program offers will be constrained by legal or contractual mandates. If a program offer is affected by a mandate, the mandate and its authorizing document (a statute, contract, etc.) should be noted.

This area shows the cost to the County of providing the program, as well as the revenues generated by the program for its support. These costs include personnel, contracted services, materials and supplies and internal services.

This section explains how non-General Fund (Other Funds) revenues or General Fund fee revenues were estimated. Revenue estimates should clearly demonstrate the reasonableness of the estimate.

This section details significant programmatic changes that affect the program - not financial changes up or down. Such changes might include:

- Increases or decreases in the scope or level of services.
- Increases or decreases in net personnel resources (FTE's).
- Revenue increases or decreases.
- Impacts to other departments and/or service delivery programs.

In this section you will also find a reference from this year's program offer to its predecessor in the previous year, if applicable. (Note that program offer numbering can change between fiscal years.)

Types of Programs

Administration

Program offers are categorized based on the “type” of services they deliver. Program offers fall into one of the following groups:

- Administration
- Support
- Operating Program
- New/Innovative Program
- Program Alternative/Reconstruction
- Internal Service
- Revenue

Department or division level management and related expenses (e.g. office space, supplies, telephones, etc.) Direct program supervision is considered to be a part of the operating program (NOT administration), and could be included in the operating program’s offer.

Support

An activity in a department that provides services directly to some or all operating programs within a department. Examples include the Health Department’s pharmacy, which supports the various health clinics; the Library’s Technical Services, which maintains the Library’s materials and catalog systemwide; or the District Attorney’s Human Resources unit.

Operating Program

An “on the ground” activity of the County. Includes front-line supervisors/program managers with specific responsibilities for particular operating programs. For example, the Health Department’s Primary Care Clinics.

New/Innovative

“On the ground” or support activity the County currently does not perform.

Program Alternative or Reconstruction

A current or former program with changes to operations, different providers, or with different business models than in the previous year.

Internal Service

Programs that support countywide operations. Examples include Fleet or Information Technology services.

Revenue

Programs used to budget discretionary (primarily General Fund) revenues at the fund level. (Program revenues are budgeted within the applicable program offer.)

Additional Program Details

Program Offer Characteristics

Program offer documents also include information on program characteristics (see below). Program characteristics provide additional information on the type of funding for the program.

A letter at the end of a program offer number indicates a scaled program offer. Scaled offers are a way for the Board to make choices on the size of programs to fund (see next page).

At the top of each program offer, you will see a list of program characteristics (if they are applicable):

Backfill - Backfill is defined as discretionary dollars (General Fund) applied to a program formerly funded by a grant, state, or other dedicated funding source. Explicitly identifying backfill allows the Chair and the Board to decide to partially or fully backfill expiring grants, state, or federal funds with General Fund dollars.

One-Time-Only Resources - In most budget years, the County has a varying amount of one-time-only funds. These funds will not be available in the following years and thus should be spent on projects that do not have (or have minimal) ongoing expenses.

Measure 5 Education Offers - In Oregon we have a constitutional limit on how much real property tax we can spend for educational services. Multnomah County has General Fund revenues which are not derived from real property taxes, and these revenues can be expended on educational services without violating the Constitutional limitation. In order for the County to easily demonstrate that it has complied with the Constitutional limitation, departments can designate a program as a "Measure 5 Education Offer" indicating the program may be funded by non real property tax revenues.

Scaled Program Offers

Program offers represent discrete increments of service and many County programs have the ability to deliver services at varying levels. For example, an alcohol and drug treatment program may be able to offer 100, 150 or 200 beds. Departments were asked, when appropriate, to provide decision-makers with the option to choose from those service levels. Scaled offers are indicated by including an A, B, C, etc at the end of the program offer number. When looking at scaled program offers, one should consider the following definitions:

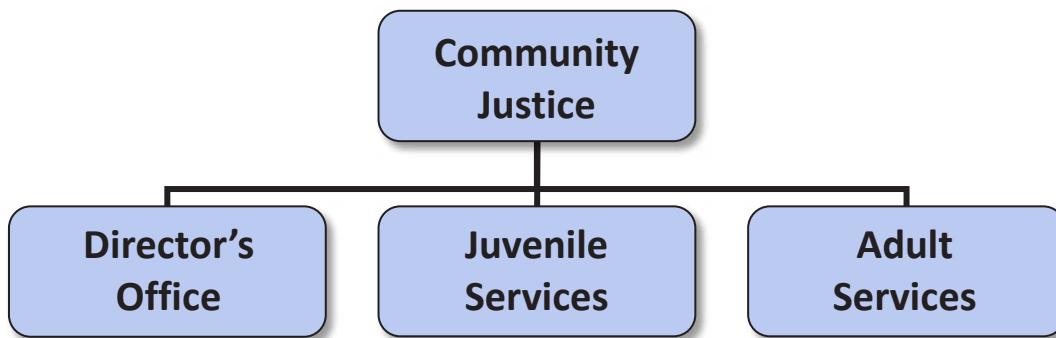
- Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B" (and beyond, e.g. "C", "D") represent incremental levels of service that buy additional outcomes. In the alcohol and drug treatment example, Program "B" could be 50 additional beds, and another, separate increment (Program "C") could be 100 additional beds.

Department Overview

The Department of Community Justice (DCJ) serves a vital role in protecting public safety and strengthening communities. DCJ intervenes to prevent the recurrence of crime among justice involved youth and adults by supervising and helping to change problem behavior. DCJ provides supervision, sanctions, and treatment resources to youth, adults, families, and communities to address the underlying problems that drive crime. DCJ organizes its operations and aligns its resources around six strategic goals:

- Accountability – Hold justice involved youth and adults accountable for their actions;
- Behavior Change – Work with justice involved youth and adults to reduce delinquent and criminal behavior;
- Commitment to Victims and Community – Respect and address victims' rights and needs and restore the community;
- Invest in Employees – Provide tools and resources that promote the resiliency, safety, and wellness of employees and their families;
- Resource Management – Direct resources to delivering cost-effective services; and
- System Change – Use advocacy and innovation to guide DCJ's work with stakeholders to improve community safety and assure a fair and just system.

Consistent with the County's mission to be responsible stewards of public funds, DCJ actively manages limited resources in order to maximize services provided to the public. DCJ actively manages limited resources in order to maximize services provided to the public. DCJ is dedicated to continuous improvement throughout the department by collecting, analyzing and utilizing performance data. DCJ consults evidence-based practices in its policy and program development. DCJ makes long-term investments in their employees through the provision of education and training. DCJ strengthens the County's commitment to the public safety system through public service and by working in collaboration with the courts, law enforcement, schools, treatment agencies, and the community.



Budget Overview

The FY 2020 Department of Community Justice (DCJ) Adopted budget is \$108.8 million and 496.57 FTE, a \$2.4 million increase from FY 2019. The Department is highly dependent on General Fund, accounting for two-thirds of the total budget (\$73.8 million). Other Funds include Federal/State at \$33.0 million and Justice Special Operations Fund at \$2.0 million.

The budget assumes no change to SB 1145 Department of Corrections funding and will remain at the FY 2019 adopted budget amount (\$17.6 million). Due to the lack of an inflationary increase, this in effect reduces funding below current service levels resulting in reductions, mainly in personnel.

The department made a variety of General Fund reductions totaling just over \$2.0 million, primarily impacting positions (13.93 FTE) and contracts. One notable reduction was in program offer 50054A reducing juvenile detention capacity by 8 beds (\$524,578 and 5.00 FTE) as utilization has decreased. Additionally debt service of \$372,800 for the East County Campus is budgeted for the first time. The department prepaid the first year of debt service in FY 2018 to avoid additional cuts in FY 2019, as such it was not part of the department FY 2019 Adopted budget.

The FY 2020 budget includes \$518,310 in General Fund for new ongoing programs:

- | | |
|--|-----------|
| • Mead Center Support (50039) | \$143,838 |
| • Juvenile Counseling Assistant backfill (50051B) | \$108,267 |
| • Three new Juvenile Custody Services Specialists (50054B) | \$266,205 |

The FY 2020 budget includes \$864,000 in one-time-only funding:

- | | |
|--|-----------|
| • Replacement Radios (50013) | \$814,000 |
| • Training for Juvenile Custody Services Specialist (50050B) | \$50,000 |

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	
		Current	Adopted	Adopted	
		Actual	Estimate	Budget	Difference
Staffing FTE	535.91	527.70	527.70	496.57	(31.13)
Personnel Services	\$61,506,759	\$63,796,209	\$65,105,732	\$65,429,093	\$323,361
Contractual Services	18,828,713	21,157,662	21,759,951	21,808,934	\$48,983
Materials & Supplies	2,071,046	1,911,478	2,500,193	2,241,973	(\$258,220)
Internal Services	16,018,883	17,279,525	17,058,849	18,528,520	\$1,469,671
Capital Outlay	0	0	<u>11,000</u>	<u>825,000</u>	<u>\$814,000</u>
Total Costs	\$98,425,402	\$104,144,874	\$106,435,725	\$108,833,520	\$2,397,795

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

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

The Adult Services Division (ASD) continues to be a committed partner and leader in the effort to reform the criminal justice system through the active involvement in the Multnomah County Justice Reinvestment Program (MCJRP) and the MacArthur Foundation's Safety and Justice Challenge. These efforts have contributed to the decreased reliance on costly resources such as jail and prison beds and instead focused time and money on identifying the key risks and needs of these justice-involved individuals and developing a case plan to address those needs. ASD continues to look at how to improve the delivery of culturally specific services. Funding from the MacArthur Foundation has allowed the County to open the Diane Wade House, a transitional housing program that provides gender-responsive, trauma-informed services that are also Afrocentric. Additionally, DCJ is refining and expanding the use of the Habilitation, Empowerment, Accountability Therapy (HEAT) curriculum, a culturally specific approach to addressing low engagement rates among high risk/high need African American males across ASD. As a results driven department, DCJ uses data to help gauge progress. One data point DCJ relies on is recidivism rates. Based on the latest data available, rates for arrests within one year in Multnomah County is 26.4%, which is lower than overall Statewide percentage of 37.4%.

The Juvenile Services Division (JSD) remains committed to identifying ways to improve the services it delivers to youth and their families while holding the youth accountable and developing skills necessary for success. JSD has continued to focus on how to better engage families in the juvenile justice system. An important milestone in this effort is the creation a Parent Handbook for justice-involved youth by parents working with the Community Healing Initiative (CHI). JSD has also just begun implementing Kids at Hope, a cultural framework that challenges the "at risk youth" paradigm. JSD staff are being trained in this philosophy that focuses on what youth can accomplish.

A main challenge continues to be decreasing resources due to budget reductions and a decrease in the adult felony population. DCJ will continue to pay close attention to where resources are invested with a continued goal of limiting the most expensive options like jail or detention. DCJ will continue to narrow its focus to serve those who are the highest risk by relying on assessment tools to guide decisions. DCJ will also work with treatment providers to determine the appropriate level of treatment for those receiving services, with a continued emphasis on ensuring all treatment is addressing crimogenic needs.

Diversity, Equity, and Inclusion

DCJ remains committed to promoting a diverse and equitable workforce, and a consistent, responsive delivery of programs and services to justice-involved adults, youth, and their families. The department continues to invest in culturally appropriate programming and contracted services, as well as increasing the tracking and reporting on key demographic information to address racial and ethnic disparities. An equity lens is applied throughout the department's collaborative budget process which informs how to invest limited resources.

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

- Recruiting an equity and inclusion manager who will provide direction on policy development and training that will enhance the department's workforce equity and inclusion. In addition, this position will oversee the implementation of DCJ's WESP goals, as well as the Diversity and Equity Steering Committee (DESC).
- Engaging a newly formed DESC to guide the implementation of the WESP.
- Working to expand the already established mandatory diversity training hours to be in line with WESP expectations, from 3 hours to 4 hours per year.
- Establishing a training plan that will increase the skills of DCJ managers to address issues of equity and inclusion. This includes mandatory training in the areas of Leveraging Diversity and Intro to Micro-aggressions.
- Developing a department wide plan for on-boarding for line staff and managers.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$17,633,698	\$1,054,783	\$18,688,481	61.45
Adult Services	33,861,572	26,931,628	60,793,200	282.72
Juvenile Services	<u>22,301,934</u>	<u>7,049,905</u>	<u>29,351,839</u>	<u>152.40</u>
Total Community Justice	\$73,797,204	\$35,036,316	\$108,833,520	496.57

Director's Office

The Director's Office provides policy, program, and fiscal direction to DCJ and ensures that DCJ is accountable to County residents, the Board of County Commissioners, and justice system partners. The Director's Office is responsible for the fiscal management of more than \$108 million in county, state, federal and private grant funds. The Research and Planning (RAP) unit promotes the use of evidence-based practices and data-informed decision-making at all levels of the department. Business Services provides support for sound budgeting, grants management, invoice processing, contracting, fee collection, medical billing, procurement for goods and services, and travel arrangements. The Business Applications and Technology (BAT) unit directs the evaluation, selection, purchase, implementation and training of innovative technology solutions to enhance DCJ's effectiveness. Human Resources (HR) supports over 500 regular employees on any given day including the needs of management and members of three different unions. HR coordinates the department-wide development of policies, procedures, hiring and training, and also manages 206 volunteers and interns. The Crime Victim Services Unit (CVSU) is responsible for advancing DCJ's long-term commitment to crime victims' rights and continues to be an important resource for staff and community partners. This includes staffing the County's Sex Trafficking Collaborative, a partnership of more than 300 individuals and 15 agencies coordinating a community response to trafficking and supporting survivors.

Significant Changes

The FY 2020 budget continues to focus on investing in resources that improve the delivery of customer service by the Director's Office (50000) to the rest of the department and increase direct services to justice-involved individuals. The County constraint is resulting in the elimination of several positions. This includes a management assistant position that is currently vacant. It focuses on improving DCJ's implementation of evidence based practices department wide. While this focus is important, funding direct services is a higher priority given the difficult budget situation. DCJ is eliminating a project manager. Utilization of this position has decreased and at the same time DCJ is narrowing its focus on key department wide elements. An office assistant 2 from the Crime Victim Services Unit (50003) that was tasked with sending restitution letters that were backlogged is eliminated due to the task being completed. DCJ is closing the Forensics Unit (50006) which provides forensic examinations of electronic storage devices. While the lab does incredibly important work, the volume of cases analyzed does not compare to the impact of losing staff working directly with the highest risk justice-involved individuals. Other positions being eliminated are an office assistant senior in the Business Services Unit (50001), a data technician (program offer 50004), and a business process consultant (program offer 50002) is being reduced by a 0.25 FTE. To prepare for future reductions, DCJ will look at overall staffing within the Director's Office in an effort to find efficiencies, particularly to see if any efficiencies can be realized through the implementation of Workday.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 12,000 justice-involved adults in the community annually who have been convicted of felony and misdemeanor crimes. The Recognizance unit helps process over 29,000 cases per year. Together, these programs promote public safety while reducing County jail utilization. ASD's mission is to enhance community safety, reduce crime, and change behavior by holding justice-involved adults accountable in a fair and just manner while providing them with services they need to reintegrate into the community. ASD also effectively coordinates with public safety partners. Parole-probation officers (PPOs) receive significant training to work with adults under supervision who engage in risky behaviors related to domestic violence, gang involvement, mental illness, and sex offenses. DCJ's model is built to address the root causes and risks of these individuals committing new crimes and their specific needs that can contribute to criminal behavior. ASD bases its case management model on evidence-based practices, emphasizing approaches that address behavior change and community reintegration. ASD utilizes Community Service to strengthen accountability and community reparation. Services are also provided to help individuals under supervision examine their criminal thinking patterns as well as receive employment training and educational support services. ASD enhances supervision with GPS/electronic monitoring and computer forensics monitoring as needed.

Significant Changes

Based on the projected State budget shortfall, continued decline in the number of felony cases, DCJ is focusing on staffing, programs, and services that maintain a solid foundation to serve the highest risk. DCJ continues to examine utilization of programs and contracts and this budget reflects adjustments. This budget includes elimination of a number of staff positions. DCJ has held a variety of vacancies in preparation for the proposed reductions, in hopes of reducing layoff impacts. However, several of these positions are filled.

Referral numbers for the Change Center (50028) have been decreasing and this budget reduces staffing to reflect the current referral numbers. The Community Response Team (50021A) that was established several years ago to increase response to clients who were no shows to programs was not realized because of workload demands within high risk supervision and referrals rates to these programs. These PPOs have only had the capacity to conduct field investigations, which is a task that can be given back to field PPOs. Several contracts (program offers 50011, 50021B, 50026) were reduced to reflect current utilization. This budget includes funding for two office assistant 2's to provide support for reception areas on more floors at the Mead Building. A Support Staff redesign and resource shortage led to reception areas being taken away on several floors of the Mead building, which includes 7 floors (program offer 50039). Lastly, this budget also includes one-time-only funding to replace radios scheduled to be discontinued in October 2019 (program offer 50013).

Juvenile Services Division

The Juvenile Services Division (JSD) protects the public, delivers cost-effective, evidence-based services to youth and their families, and promotes a fair, equitable and accountable juvenile justice system. JSD provides a continuum of juvenile services ranging from diversion, formal probation, shelter care, electronic monitoring, mental health assessments and care coordination, outpatient treatment, assessment and evaluation services, and a secure residential program and detention center.

Although delinquency referrals have declined over the past decade, there remains a group of youth whose behavior warrants intervention from the juvenile justice system. Last year, JSD completed 674 detention screenings and 549 Multnomah County youth were admitted to the Donald E. Long Juvenile Detention Home. In total, the Tri-County area had 1,241 admissions. Many of these youth arrive in crisis and require comprehensive wraparound services.

This past year 479 youth were diverted from court for less serious criminal activity and either held accountable through formal accountability agreements that typically include community service, paying restitution to victims or completing community-based educational/behavioral and early interventions. Juvenile court counselors (JCC) supervise medium to high risk youth on formal probation. JSD serves these youth and their families with case management and treatment services, utilizing accountability interventions when needed.

Significant Changes

DCJ's goal is to continue to focus on funding staff, programs, and services that provide a solid foundation to serve the highest risk youth, address racial and ethnic disparities, and have the best outcomes. DCJ decided to discontinue claiming Title IV-E (federal) funds because the revenues received are no longer justified given the amount of work involved for numerous DCJ employees. With the oversight of dependency cases transitioning to the Attorney General's Office in July 2019, JSD will be eliminating two corrections technicians (program offer 50051) who process and deliver summons to parents.

After many years of increasing detention utilization, JSD has successfully reversed the trend and is operating well below capacity and is reducing bed capacity by 8 (program offer 50054A). In order to improve safety and security in detention, and to reduce reliance on on-call staff, DCJ will be adding three newly created Juvenile Custody Services Specialist (JCSS) positions (program offer 50054B).

DCJ continues to examine utilization of programs and contracts. Referrals to the Community Healing Initiative Early Intervention (CHI-EI) program (50065B) have been lower than expected. The contract has been reduced to reflect numbers served. JSD will work with providers to identify and address areas of improvement and barriers to increase utilization.

Community Justice

fy2020 adopted budget

Department of Community Justice

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order by division.

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Director's Office					
50000	DCJ Director's Office	\$1,691,819	\$0	\$1,691,819	9.00
50001	DCJ Business Services	3,369,805	0	3,369,805	16.80
50002	DCJ Business Applications & Technology	8,932,204	20,659	8,952,863	6.25
50003	DCJ Crime Victim Services Unit	862,819	12,000	874,819	7.00
50004	DCJ Research & Planning Unit	1,239,045	1,022,124	2,261,169	12.60
50005	DCJ Human Resources	1,538,006	0	1,538,006	9.80
Adult Services Division					
50011	Recovery System of Care	1,126,099	342,020	1,468,119	0.00
50012	Adult Residential Treatment Services	1,284,386	122,496	1,406,882	0.00
50013	Replacement Radios	814,000	0	814,000	0.00
50014	Adult Treatment First/STOP Drug Court	1,447,197	614,442	2,061,639	7.00
50016	Adult Services Management	1,964,595	98,556	2,063,151	9.22
50017	Adult Support Services	4,840,371	3,522,740	8,363,111	51.00
50018	Adult Recog/Pretrial Supervision Program (PRSP)	2,672,008	0	2,672,008	21.00
50019	Adult Local Control Release Unit	0	131,521	131,521	1.00
50020	Adult Parole/Post Prison Violation Hearings	0	554,134	554,134	3.00
50021A	Assessment and Referral Center	806,069	3,707,800	4,513,869	22.00
50021B	Assessment and Referral Center - Housing	3,133,398	0	3,133,398	0.00
50021C	Shoreline - Restore 18 Beds	250,000	0	250,000	0.00
50022	HB3194 Justice Reinvestment	0	3,433,358	3,433,358	4.63
50023	Adult Field Generic Supervision High Risk-West	1,494,885	1,954,797	3,449,682	22.37
50024	Adult Mental Health Unit - Supervision and Treatment	2,491,836	0	2,491,836	11.00
50025	Adult Sex Offense Supervision & Treatment	356,497	2,002,957	2,359,454	12.00
50026	Adult Domestic Violence Supervision	1,074,362	1,462,060	2,536,422	16.00
50027	Adult Women & Family Services Unit	2,262,730	1,611,445	3,874,175	17.00

Community Justice

fy2020 adopted budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50028	The Change Center	1,615,170	0	1,615,170	12.00
50029	Adult Electronic Monitoring	516,454	130,220	646,674	3.00
50030	Adult START Court Program	573,236	1,385,906	1,959,142	7.00
50031	Community Service	1,263,569	249,504	1,513,073	10.00
50032	Adult Gang and African American Program	851,837	1,757,675	2,609,512	10.00
50033	Adult Field Generic Supervision High Risk-East	2,231,404	3,177,570	5,408,974	32.50
50036	Adult Domestic Violence Deferred Sentencing	119,185	0	119,185	1.00
50037	Adult Sex Offense Reduced Supervision (SORS)	0	292,579	292,579	2.00
50038	Adult Generic Reduced Supervision (Casebank)	528,446	379,848	908,294	6.00
50039	Mead Center Support	143,838	0	143,838	2.00
Juvenile Services Division					
50050A	Juvenile Services Management	1,548,958	273,719	1,822,677	7.00
50050B	Training for Juvenile Custody Services Specialists	50,000	0	50,000	0.00
50051A	Juvenile Services Support	2,955,220	0	2,955,220	15.00
50051B	Juvenile Counseling Assistant - Backfill	108,267	0	108,267	1.00
50052	Family Court Services	336,820	1,061,789	1,398,609	8.80
50053	Courtyard Cafe and Catering	406,571	0	406,571	3.20
50054A	Juvenile Detention Services - 48 Beds	8,420,179	140,065	8,560,244	52.40
50054B	Juvenile Detention Services - 16 Beds	1,168,880	0	1,168,880	9.00
50055	Community Monitoring Program	222,097	419,715	641,812	0.00
50056	Juvenile Shelter & Residential Placements	208,983	505,815	714,798	0.00
50057	Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)	1,269,622	0	1,269,622	9.00
50058	Juvenile Probation Services	1,683,148	1,338,528	3,021,676	19.00
50060	Juvenile East Multnomah Gang Enforcement Team (EMGET)	0	523,260	523,260	0.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	840,823	1,790,293	2,631,116	16.00
50064	Juvenile Assessment & Treatment for Youth & Families (ATYF)	200,117	756,183	956,300	6.00

Community Justice

fy2020 adopted budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Juvenile Services Division (cont.)					
50065A	Juvenile Community Healing Initiative (CHI)	1,515,143	169,787	1,684,930	0.00
50065B	CHI Early Intervention & Youth Gang Prevention Services	577,687	70,751	648,438	1.00
50066	Juvenile Community Interface Services	<u>789,419</u>	<u>0</u>	<u>789,419</u>	<u>5.00</u>
Total Community Justice		\$73,797,204	\$35,036,316	\$108,833,520	496.57

Community Justice

fy2020 adopted budget

(this page intentionally left blank)

Department: Community Justice

Program Contact: Erika Preuitt

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Director's Office provides the Department of Community Justice (DCJ) with policy, program and fiscal direction to achieve its mission of enhancing community safety and reducing criminal activity. DCJ is a 24-hour operation with over 500 regular employees. The Director's Office coordinates volunteers provided throughout DCJ. This office also provides leadership, communication, fiscal management, and coordination across the Department's Divisions.

Program Summary

The Director's Office monitors the daily operations of an agency that promotes community safety through supervision and treatment resources to youth, adults, and families to address the underlying issues and problems that drive crime. It is the role of the Director's Office to hold the Department accountable to county residents, the Board of County Commissioners and system partners. From intake and assessment through discharge, the youth, adults, and families we serve receive a continuum of services to help them reintegrate into their communities and promote community safety.

In FY 2019, DCJ supervised over 12,000 probationers and post-prison justice involved adults in the community who have been convicted of felony and misdemeanor crimes. Our Juvenile Services Division provides community supervision for high-risk youth, and operates the Donald E. Long Juvenile Detention Facility, a regional facility that houses up to 64 youth daily. Our Family Court Services program provides services for at-risk families as they go through separation and divorce. The Crime Victim Services Unit is responsible for advancing DCJ's long-term commitment to crime victims' rights and needs.

The Director's office oversees administrative functions that support our direct service work. Business Services provides fiscal management of our county, state, federal and private grant funds. The Research and Planning (RAP) team promotes the use of evidence-based practices and data-informed decision-making at all levels of the department. The Business Applications and Technology (BAT) team directs the evaluation, selection, purchase, implementation and training of effective, innovative technology solutions to enhance DCJ's effectiveness. Human Resources supports our employees, including the needs of management and members of three different unions.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults supervised annually	12,172	13,000	12,642	12,500
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	17%	16%	16%	17%
Output	Number of juvenile criminal referrals received annually	1,231	1,000	1,150	1,100
Outcome	Percent of youth that had one or more subsequent criminal adjudication within 1 year post disposition	26%	25%	25%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,653,484	\$0	\$1,531,490	\$0
Contractual Services	\$71,086	\$0	\$71,586	\$0
Materials & Supplies	\$83,453	\$0	\$80,909	\$0
Internal Services	\$16,920	\$0	\$7,834	\$0
Total GF/non-GF	\$1,824,943	\$0	\$1,691,819	\$0
Program Total:	\$1,824,943		\$1,691,819	
Program FTE	10.00	0.00	9.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program Changes**Last Year this program was:** FY 2019: 50000-19 DCJ Director's Office

This program offer reflects a net decrease of 1.00 FTE. During FY 2019, 1.00 FTE HR Analyst Senior transferred from another DCJ program (refer # 50005-20). In FY 2020, 1.00 FTE Management Assistant and 1.00 FTE Project Manager (Represented) is cut.

Program #50001 - DCJ Business Services

6/19/2019

Department: Community Justice

Program Contact: Jelese Jones

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Department of Community Justice (DCJ) Business Services provides administrative and business services to the Department through exercising sound, accurate and transparent financial management.

Program Summary

DCJ is funded by a variety of federal, state, local and other grant sources. A primary responsibility of Business Services is to integrate these resources to develop a balanced budget that meets Oregon Budget Law, County policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that the Department's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

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

Business Services also monitors departmental spending throughout the budget cycle so that spending occurs within designated spending limits. This area also sees that cash handling and accounting are closely monitored, ensures compliance with grant financial requirements, that contracts meet County Attorney standards and provide legal authority to procure goods and services for the programs. Business Services participates in county wide strategic teams such as the Financial Management Forum, Purchasing/Contract Committees and the Finance Users Group.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of invoices paid in 30 days or less	63%	67%	67%	68%
Outcome	Percent spending within legal appropriation (total budget)	100%	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,218,436	\$0	\$2,126,735	\$0
Contractual Services	\$12,925	\$0	\$13,491	\$0
Materials & Supplies	\$52,165	\$0	\$57,054	\$0
Internal Services	\$1,034,717	\$0	\$1,172,525	\$0
Total GF/non-GF	\$3,318,243	\$0	\$3,369,805	\$0
Program Total:	\$3,318,243		\$3,369,805	
Program FTE	17.80	0.00	16.80	0.00

Program Revenues

Other / Miscellaneous	\$2,877,057	\$0	\$2,961,150	\$0
Total Revenue	\$2,877,057	\$0	\$2,961,150	\$0

Explanation of Revenues

County General Fund which includes \$2k from County District Attorney for Subpoena Copy Fees, and Dept. Indirect Revenue of \$2,959,150. The copy fees are published in FY 2020 Master Fee Schedule, and Department Indirect Revenue rate is based on the FY 2020 indirect rate in the Countywide Cost Allocation Plan. Indirect rate is applied to total allowable payroll expenditures in Non-General Fund revenue streams.

Significant Program Changes

Last Year this program was: FY 2019: 50001-19 DCJ Business Services

This program offer cuts 1.00 FTE Office Assistant Senior in FY 2020.

Department: Community Justice

Program Contact: Kimberly Bernard

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Business Applications and Technology (BAT) unit supports the implementation and use of information systems and data reporting tools to increase the effectiveness of staff and improve the delivery of services to internal customers, Criminal Justice Partners, and the individuals we serve. BAT also manages the Court Appearance Notification System (CANS), and Case Companion, a multi-jurisdictional online resource that provides vital, easily accessible information for victims of crime in Multnomah County.

Program Summary

The BAT unit provides oversight for evaluation, selection, purchase and implementation of effective, innovative technology solutions. BAT collaborates with partner agencies from local, state and federal governments as well as private service providers in order to develop system-wide technology solutions for data sharing. Team members of BAT work to foster the use and understanding of data management and reports for decision-making and facilitate a variety of information system trainings that enhance the Department of Community Justice's (DCJ) operations.

CANS works by reminding defendants of upcoming court hearing dates, times and locations which help to reduce failure to appear (FTAs) and costs to the various enforcement agencies. The automated telephone reminder and alert system also notifies adults on supervision of payments due on restitution, compensatory and/or supervision fees, and appointments with their Parole-Probation Officers (PPO). CANS regularly monitors and reports program performance to the Local Public Safety Coordination Council (LPSCC) and the Criminal Justice Advisory Committee (CJAC).

This program offer contains services provided by the County's Information Technology organization which facilitate support for information needs of the Department, system partners and the public. This includes development and maintenance, training and on-going support of information systems to support business needs and easy access to data in order for DCJ to effectively utilize technology. This program offer also provides for the purchase and replacement of computer equipment, software and technology tools. This program offer also includes funding for the continuation and expansion of Case Companion Victim's Portal, an online resource that provides important and easily accessible information for victims of crime.

Through innovative technological solutions and wise technology investments, the Department is better equipped to promote community safety and reduce criminal activity. This unit demonstrates effective agency collaboration and fiscal responsibility.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of system innovations, upgrades and system replacements implemented	18	30	26	20
Outcome	Number of Technology Requests Completed	NEW	NEW	15	15
Outcome	Number of systems supported/administered	NEW	NEW	15	15

Performance Measures Descriptions

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$914,499	\$0	\$889,755	\$0
Contractual Services	\$104,861	\$0	\$104,861	\$0
Materials & Supplies	\$202,506	\$0	\$202,419	\$20,659
Internal Services	\$7,300,975	\$0	\$7,735,169	\$0
Total GF/non-GF	\$8,522,841	\$0	\$8,932,204	\$20,659
Program Total:	\$8,522,841		\$8,952,863	
Program FTE	6.50	0.00	6.25	0.00

Program Revenues

Other / Miscellaneous	\$0	\$0	\$0	\$20,659
Total Revenue	\$0	\$0	\$0	\$20,659

Explanation of Revenues

County General Fund plus 1) \$20,659 from the Laura and John Arnold Foundation. This is a two-year non-governmental grant effective 7/01/2019 - 6/30/2021. The Grant will be used for the purpose of developing, implementing, and hosting four (4) dashboards for Oregon counties that will provide parole and probation officers with data about their clients and caseloads in user-friendly formats, with the overall goal of reorienting community supervision towards promoting success by accelerating the adoption of evidence-based practices.

Significant Program Changes

Last Year this program was: FY 2019: 50002-19 DCJ Business Applications & Technology

This program offer is reduced by 0.25 FTE Business Process Consultant in FY 2020.

Department: Community Justice

Program Contact: Michelle Aguilar

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Community supervision serves three main purposes: 1) holding justice involved youth and adults accountable, 2) provide tools for making positive changes in individuals' behavior, and 3) protecting the rights of victims/survivors and the larger community. The Crime Victim Services Unit ensures that the department is fulfilling its legal obligation to uphold crime victims' rights and ensures best practices by coordinating and enhancing each division's response to the crime victims' rights to individual crime victims/survivors of justice involved adults and youth on supervision.

Program Summary

The Crime Victim Services Unit is responsible for advancing the goals of the Department of Community Justice (DCJ) Strategic Plan related to our long-term commitment to crime victims' rights and needs. The Crime Victim Services Unit is responsible for problem-solving to improve responsiveness to crime victims both within DCJ and across our public safety partners.

This unit collaborates with public safety agencies and community partners as well as DCJ staff to develop a more coordinated system response to crime victim issues. The unit is charged with making sure DCJ is acting in compliance with the rights of crime victims in accordance with Oregon statutes, reaching out to crime victims and providing information about individuals on supervision and the corrections system if desired, improving the collection of restitution, and providing emergency assistance to crime victims. The unit also provides training to DCJ staff on crime victims rights, restitution collection, and becoming more responsive to crime victims. A crime victims portal has been developed to increase and simplify victim access to the criminal justice system. Lastly, this unit includes a position devoted specifically to staffing the County's Sex Trafficking Collaborative, a partnership of more than 300 individuals and 15 agencies coordinating a community response to trafficking and supporting survivors.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of initial contacts with victims of probation cases	2,375	2,500	2,254	2,200
Outcome	Percent of victim probation violation contacts	NEW	NEW	95%	95%
Outcome	Number of crime victims registering for ongoing notifications	614	450	483	620

Performance Measures Descriptions

Measure 2 Changed: Alignment with Core Functions of the unit.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$820,719	\$42,206	\$754,066	\$0
Contractual Services	\$91,890	\$0	\$96,747	\$0
Materials & Supplies	\$8,327	\$9,250	\$9,006	\$12,000
Internal Services	\$3,600	\$6,943	\$3,000	\$0
Total GF/non-GF	\$924,536	\$58,399	\$862,819	\$12,000
Program Total:	\$982,935		\$874,819	
Program FTE	8.00	0.00	7.00	0.00

Program Revenues

Intergovernmental	\$0	\$49,149	\$0	\$0
Other / Miscellaneous	\$0	\$3,000	\$0	\$5,880
Beginning Working Capital	\$0	\$6,250	\$0	\$6,120
Total Revenue	\$0	\$58,399	\$0	\$12,000

Explanation of Revenues

County General Fund plus 1) \$12k from Oregon Community Foundation (OCF) Joseph E Weston Public Foundation. \$12k includes \$6,120 carryover from FY 2019 and remaining \$5,880 is the estimated partial calendar year 2020 award.

Significant Program Changes

Last Year this program was: FY 2019: 50003-19 DCJ Crime Victim Services Unit

This program offer cuts 1.00 FTE Office Assistant 2 in FY 2020.

Department: Community Justice

Program Contact: Kimberly Bernard

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The purpose of the Research & Planning (RAP) Unit is to collect, interpret, analyze, and disseminate information regarding the characteristics, activities, operations, and policies of the Department of Community Justice. This information is used by many stakeholders for operational decision-making, policy formulation, mandatory reporting, quality assurance and improvement, and release to the general public.

Program Summary

The RAP Unit supports the data and analysis needs of the three department divisions. These analyses promote effective resource management and the attainment of the department's strategic goals. The unit is responsible for designing and implementing a system of interactive data monitoring dashboards as part of the County's Tableau Software initiative. The unit also produces more complex data analyses involving multivariate models and longitudinal time trend analyses.

In addition to quantitative analyses, RAP develops qualitative research protocols facilitated primarily by key informant interviews and focus groups. This is an important practice for soliciting scientifically valid feedback from staff and justice involved individuals regarding DCJ practices and needed quality improvements. The unit promotes the adoption of evidence-based practices through continual identification and dissemination of emerging best practices in the literature. The unit helps to ensure that departmental operations have fidelity and are delivered in a manner optimizing positive outcomes. RAP also develops new grant applications for service enhancements and research projects. When DCJ receives federal or state grants or contracts containing an evaluation component, RAP is responsible for the coordination and development of mandatory reports and other deliverables to funders.

The unit is a contracted data and evaluation resource for local jurisdictions without their own research team. Within the County, RAP provides ongoing facilitation and technical assistance to several Countywide data collaborative bodies. Members of RAP participate in work groups with other criminal justice analysts to help leverage DCJ data and resources for maximum impact on the local public safety system.

Finally, the unit is responsible for evaluating contract compliance and supporting quality improvement efforts with our community partners. These services are critical for holding programs and services accountable. Nationally, DCJ's evaluation and research findings are studied (through corrections publications and national conferences) and recognized in a manner that enhances our reputation with national and state funders.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of new research and evaluation requests received by unit annually	170	144	175	180
Outcome	Number of output and outcome measures analyzed for budgeting process	138	135	135	135

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,102,636	\$598,670	\$1,209,775	\$857,384
Contractual Services	\$750	\$7,192	\$3,200	\$11,043
Materials & Supplies	\$17,112	\$23,400	\$23,298	\$19,825
Internal Services	\$2,000	\$88,073	\$2,772	\$133,872
Total GF/non-GF	\$1,122,498	\$717,335	\$1,239,045	\$1,022,124
Program Total:	\$1,839,833		\$2,261,169	
Program FTE	9.18	4.42	8.83	3.77

Program Revenues

Intergovernmental	\$0	\$706,576	\$0	\$628,439
Other / Miscellaneous	\$0	\$0	\$0	\$312,537
Beginning Working Capital	\$0	\$10,759	\$0	\$81,148
Total Revenue	\$0	\$717,335	\$0	\$1,022,124

Explanation of Revenues

County GF + \$199,475 OR CJC/Justice Reinvestment Grant. Presume funding at same level as FY19. It also includes BWC \$81,148; \$69,484 US HHS SAMHSA TreatmentDrugCourts. Award 9/30/17-9/29/20; \$19,732 US DOJ SMART Supervision, reduce prison populations & create safer communities. No cost extension to 9/30/19; \$17,068 US DOJ SMART Reentry. Award 10/1/17-9/30/20; \$168,876 WA Cnty, maintain Google dashboard allowing access in DOC 400. IGA 1/1/19-12/31/20; \$144,935 US DOJ W.E.B. Du Bois Program of Research on Race and Crime. Award 1/1/18-12/31/20; \$51,398 US DOJ Innovations in Supervision Initiative, reduce violent recidivism for African American males with convictions for violent crimes by expanding the Rehabilitation, Empowerment, Accountability Therapy curriculum. Award 10/1/18-9/30/21; \$38,619 City of Gresham partners with DCJ on their Project Respond Program, US DOJ Justice & Mental Health Collaboration grant. IGA 10/1/17-09/30/19; \$312,537 Laura and John Arnold Foundation. Two-year grant effective 7/1/19-6/30/21.

Significant Program Changes

Last Year this program was: FY 2019: 50004-19 DCJ Research & Planning Unit

This program offer cuts 1.00 FTE Data Technician in FY 2020.

Department: Community Justice

Program Contact: Patty Blanchard

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) Human Resources (HR) unit recruits, hires, trains and assists with the management of regular, on-call, temporary employees, volunteers and interns. DCJ HR and training consultants work closely with both internal and external customers to design responsive programs and services. HR staff work with management and members of three unions to promote effective service. The HR unit directly supports the culture and mission of the Department, giving employees the tools they need to do their job and supporting management performance.

Program Summary

The HR unit supports approximately 545 regular and 283 temporary and on-call employees on any given day in addition to 3 union contracts; and 24-hour operations in Juvenile Detention and the Multnomah County Justice Center. HR will continue to:

- 1) Assess diverse organizational and customer (employee) needs to provide strategic direction as well as succession and workforce planning through active participation on management teams;
- 2) Consult with managers and employees as well as manage employee and labor relations issues, that include performance management, discipline and grievances, recruitment and selection of a highly qualified and diverse workforce, personnel records, leave administration, layoffs and bumping, and compliance with County Personnel Rules, Department Work Rules, and union contracts;
- 3) Ensure compliance with all laws, rules, regulations, policies and labor agreements so liability and costs of unlawful employment actions are reduced or eliminated.

The HR unit is tasked with developing and implementing HR initiatives with Central Human Resources and Labor Relations, coordinating internal employee investigations, policies and procedures, training, safety, Health Insurance Portability and Accountability Act (HIPAA), and Prison Rape Elimination Act (PREA).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of regular employees supported per day	545	550	550	540
Outcome	Percent of people of color applying for open positions	47%	42%	40%	45%
Outcome	Total number of temps/on calls supported	283	215	280	250

Performance Measures Descriptions

The percentage of people of color in the Portland/Vancouver PMSA (Portland Metropolitan Statistical Area) Civilian Labor Force was 18.3% when last reported in 2015. This is the legal benchmark used to evaluate whether an employer's workforce is representative of the available labor force in the area the business/organization operates.

Measure 3 (Annual number of temporaries and on-calls supported) Changed: Reflects Program Changes

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,534,736	\$0	\$1,462,108	\$0
Contractual Services	\$24,535	\$0	\$24,735	\$0
Materials & Supplies	\$45,621	\$0	\$51,062	\$0
Internal Services	\$369	\$0	\$101	\$0
Total GF/non-GF	\$1,605,261	\$0	\$1,538,006	\$0
Program Total:	\$1,605,261		\$1,538,006	
Program FTE	10.80	0.00	9.80	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program Changes**Last Year this program was:** FY 2019: 50005-19 DCJ Human Resources

This program offer reflects a decrease of 1.00 FTE HR Analyst Senior that transferred to another DCJ program during FY 2019 (refer # 50000-20).

Program #50011 - Recovery System of Care

6/19/2019

Department:	Community Justice	Program Contact:	Michelle Aguilar
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

Providing justice involved adults with alcohol and drug treatment in conjunction with wraparound services is an effective strategy to reduce re-offense, especially for those classified as high risk. These services can include outpatient treatment. Alcohol/drug and mental health treatment addresses a major criminal risk factor and is a necessary correctional intervention if DCJ is to continue to be successful in reducing recidivism. Other services such as vocational assistance, mentoring, and housing are also essential in promoting client success.

Program Summary

This program offer supports a recovery system of care which includes comprehensive support for recovery in addition to treatment, such as stable and drug free housing, peer mentors, and vocational assistance. A recovery system of care better supports long-term behavior change than treatment alone. Alcohol and drug treatment services are provided through contracts with non-profit providers. Contracted treatment programs are equipped to respond to culturally-specific needs and to address criminal risk factors in addition to addiction to drugs or alcohol.

With the expansion of Medicaid and private forms of insurance, some clinical services previously supported by the DCJ budget are reimbursed through health insurance. DCJ will continue to provide funding for clinical services for individuals eligible for treatment who do not have insurance. In addition, funding is provided to support treatment interventions for criminal risk factors such as antisocial thoughts and attitudes, antisocial peers, impulsivity and poor problem solving skills, anger management and so on. Effective interventions for adults should integrate addictions treatment with treatment for criminality. Without treatment, justice involved adults are more likely to re-offend and/or to occupy expensive jail beds. Treatment has been proven to be effective at reducing recidivism both in Oregon and nationally.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals that received DCJ funded treatment	1133	800	918	900
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	13%	15%	9%	10%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,223,467	\$347,520	\$1,099,220	\$342,020
Materials & Supplies	\$26,879	\$0	\$26,879	\$0
Total GF/non-GF	\$1,250,346	\$347,520	\$1,126,099	\$342,020
Program Total:	\$1,597,866		\$1,468,119	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Intergovernmental	\$0	\$329,029	\$0	\$342,020
Other / Miscellaneous	\$0	\$5,500	\$0	\$0
Beginning Working Capital	\$0	\$12,991	\$0	\$0
Total Revenue	\$0	\$347,520	\$0	\$342,020

Explanation of Revenues

County General Fund plus 1) \$279,376 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019. 2) \$62,644 - State Department of Corrections (DOC) M57 funding. Presume FY 2020 funding at same level as FY 2019. M57 funding restricted to programs that support Measure 57.

Significant Program Changes

Last Year this program was: FY 2019: 50011-19 Recovery System of Care

Department: Community Justice

Program Contact: Michelle Aguilar

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Residential drug treatment is an essential part of the alcohol and drug treatment continuum that impacts public safety. When residential treatment is successful for adults, the long-term collateral costs of re-arrest, re-incarceration and inadvertent consequences for the children of justice involved adults significantly declines.

Program Summary

This program supports residential drug and alcohol treatment for high risk male and female adults and allows courts and Parole-Probation Officers to have sanction options other than jail for those needing treatment. Fifty-four beds serve high risk adults in a facility specialized in treating males involved with the criminal justice system. The remaining beds for men are located in three residential facilities within the community. Some of these beds are reserved for specific populations (e.g., justice involved adults convicted of sex crimes, East County property offenses). This program also provides 27 residential alcohol and drug treatment beds for high risk female adults in two facilities and four beds for dependent children. The current community treatment providers have been in existence for over 20 years and work collaboratively with the Department of Community Justice (DCJ) to treat adults with addictions and criminality.

The program uses evidence-based practices to address addiction, mental health issues, parenting skills, healthy relationship dynamics, criminality, employment resources and relapse prevention counseling. Regular communication and coordination with a Parole-Probation Officer (PPO) is maintained to develop and implement treatment and supervision plans.

With the expansion of Medicaid and private forms of insurance, some clinical services previously supported by the DCJ budget are now being reimbursed through health insurance. DCJ will continue to provide funding for clinical services for those adults eligible for treatment who do not have insurance. In addition, funding is provided to support room and board costs not covered by Medicaid for all DCJ clients served by contracted services.

The National Institute on Drug Abuse (NIDA) reports that drug abuse treatment is cost effective in reducing drug use and bringing about cost savings associated with health care, crime and incarceration. NIDA also reports that gender-specific programs may be more effective for female adults, especially those with trauma and abuse in their background (2006).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of males participating in treatment	368	315	314	350
Outcome	Percent of males convicted of a misd. or felony within 1 year of treatment admission date	13%	25%	13%	13%
Output	Number of females participating in treatment	293	230	230	250
Outcome	Percent of females convicted of a misd. or felony within 1 year of treatment admission date	22%	20%	18%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,374,481	\$122,496	\$1,284,386	\$122,496
Total GF/non-GF	\$1,374,481	\$122,496	\$1,284,386	\$122,496
Program Total:	\$1,496,977		\$1,406,882	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Intergovernmental	\$0	\$122,496	\$0	\$122,496
Total Revenue	\$0	\$122,496	\$0	\$122,496

Explanation of Revenues

County General Fund plus \$122,496 from State Department of Corrections (DOC) M57 funding. Presume FY 2020 funding at same level as FY 2019. Funding restricted to clients being served on active supervision, convicted of crimes related to M57, and have a substance abuse disorder.

Significant Program Changes

Last Year this program was: FY 2019: 50012-19 Adult Residential Treatment Services

This program offer includes a reduction of \$90,095 in contracted services. Treatment services are not primarily focused on criminal justice individuals. The utilization of this program has diminished substantially over time based on rigid program criteria.

Program #50013 - Replacement Radios

6/19/2019

Department:	Community Justice	Program Contact:	John Mcvay
Program Offer Type:	Administration	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics: One-Time-Only Request			

Executive Summary

The ability to communicate on existing public safety communication networks increases the safety of Parole-Probation Officers (PPOs), justice-involved individuals and other members of the community. Hand-held radios are the tool that PPOs use to access public safety communication networks. Changes in technology mean that the radios currently used by DCJ will begin experiencing network connection difficulties in late 2019.

Program Summary

DCJ's current model, the Motorola XTS 2500 was purchased by the agency in 2011. Some units were recently donated by the Multnomah County Sheriff's Office after they transitioned to updated models in the summer of 2018. The XTS 2500 is scheduled to be discontinued by the manufacturer for parts and service/maintenance in October of 2019. This model is limited in digital features and is technologically behind all local law enforcement agencies models and creates difficulties in communication with community partners as well as potential safety risks. In 2019, both Clackamas and Washington Counties will be upgrading to new radios that will not allow us to communicate with these agencies by radio.

Replacing DCJ's current inventory of radios with an upgraded model is necessary to allow PPOs to continue to access existing public safety communication networks. Communication on these networks increases the safety of PPOs when they are working in the community by allowing them to quickly request assistance and allows dispatch to monitor their location and send assistance if officers do not respond to inquiries about their status. Use of radios also allows PPOs to quickly request assistance for justice-involved individuals and other members of the community as needed, leading to increased safety and a faster response to medical needs.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of radios purchased.	NEW	NEW	NEW	137
Outcome	Number of calls for assistance received.	NEW	NEW	NEW	30

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Capital Outlay	\$0	\$0	\$814,000	\$0
Total GF/non-GF	\$0	\$0	\$814,000	\$0
Program Total:	\$0		\$814,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Funds

Significant Program Changes**Last Year this program was:**

This program offer is to replacing existing radio inventory which is scheduled to be discontinued by the manufacturer for parts and service/maintenance in October of 2019. The total request of this offer totals \$814,000, which includes: (1) \$789,000 for the purchase price of 137 radios; and (2) \$25,000 in programming costs. The life cycle of these radios are approximately 5-7 years.

Department: Community Justice

Program Contact: Lisa Lewis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

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

DCJ's contribution to the Treatment First program is the Assessment Team, which consists of 3 Parole-Probation Officers (PPO) who assess all incoming Treatment First drug cases using evidence-based risk assessment tools. These assessments are used to place incoming justice involved individuals (JIs) in the level of supervision that research shows to be the most effective for their level of risk and specific A&D need. The assessment team assess JIs both in and out of custody, and works closely with the Court, DA's Office and Defense Bar during the early Court process. Those placed in the STOP Court are supervised by a total of 3 PPOs.

STOP serves adults charged with various drug-related offenses. Multnomah County's Drug Court is one of the oldest of its kind that collaborates with criminal justice partners to expedite the court process and offer drug treatment and is one component of the Treatment First Program. The treatment component is facilitated by a contracted agency who works closely with the court to provide mental health and drug treatment, employment resources, housing referrals, mentoring, residential treatment referrals and long-term follow-up services. The STOP Court is also staffed by PPOs who support the court by offering supervision, sanction and services. Participants may attend STOP as frequently as once a week during the first phases of their recovery and as little as one time per month as they stabilize with treatment.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals served annually	2049	1200	2000	2000
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	17%	20%	17%	17%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$583,391	\$473,629	\$511,870	\$482,865
Contractual Services	\$898,688	\$119,243	\$935,129	\$82,660
Materials & Supplies	\$0	\$7,559	\$198	\$559
Internal Services	\$0	\$47,941	\$0	\$48,358
Total GF/non-GF	\$1,482,079	\$648,372	\$1,447,197	\$614,442
Program Total:	\$2,130,451		\$2,061,639	
Program FTE	4.67	3.38	3.82	3.18

Program Revenues

Fees, Permits & Charges	\$0	\$5,500	\$0	\$1,172
Intergovernmental	\$0	\$642,872	\$0	\$613,270
Total Revenue	\$0	\$648,372	\$0	\$614,442

Explanation of Revenues

County General Fund plus 1) \$1,172 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$613,270 from OR CJC Stop Court Grant Program to meet the needs of individuals charged with possession of a controlled substance. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50014-19 Adult Treatment First/STOP Drug Court

This program offer reflects a decrease of 1.05 FTE. During FY 2019, 1.00 FTE Parole-Probation Officer transferred to another DCJ program (refer # 50026-20). In FY 2020, 0.05 FTE Community Justice Program Manager transfers to another DCJ program (refer # 50030-20).

Department: Community Justice

Program Contact: Jay Scroggin

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 12,000 justice involved adults in the community annually. It is responsible for implementing evidence-based practices, managing risk, creating service standards, coordinating with public safety partners and ensuring the safety of department staff who supervise justice involved adults.

Program Summary

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults supervised annually	12,172	13,000	12,642	12,500
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	17%	16%	16%	17%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,888,648	\$289,639	\$1,564,311	\$85,579
Contractual Services	\$10,000	\$84,278	\$88,810	\$4,703
Materials & Supplies	\$331,476	\$9,946	\$276,134	\$0
Internal Services	\$118,094	\$18,641	\$35,340	\$8,274
Total GF/non-GF	\$2,348,218	\$402,504	\$1,964,595	\$98,556
Program Total:	\$2,750,722		\$2,063,151	
Program FTE	11.34	1.66	8.75	0.47

Program Revenues

Fees, Permits & Charges	\$0	\$80,700	\$0	\$61,311
Intergovernmental	\$0	\$321,804	\$0	\$37,245
Total Revenue	\$0	\$402,504	\$0	\$98,556

Explanation of Revenues

County General Fund plus 1) \$61,311 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$37,245 from the Oregon Board of Parole & Post-Prison Supervision. This funding covers the cost of 1.00 FTE while the employee participates in a career enrichment opportunity from 03/19/2018 through 09/19/2019.

Significant Program Changes

Last Year this program was: FY 2019: 50016-19 Adult Services Management

This program offer reflects a decrease of 3.78 FTE. During FY 2019, 1.00 FTE Probation/Parole Officer transferred to another DCJ program (refer # 50023-20). In FY 2020, a Community Justice Program Manager is reduced by 0.78 FTE because the current employees assignment with the Oregon Board of Parole & Post-Prison Supervision ends in September 2019. Additionally in FY 2020, 1.00 FTE Senior Manager and 1.00 FTE Probation-Parole Officer is cut.

Department: Community Justice

Program Contact: Wende Jackson

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Support Services provides the Adult Services Division (ASD) with support for supervision units, Assessment and Referral Center, Local Control, Pretrial Services, Change Center and Community Service. Support services provided include the following: maintain records for internal, state and nationwide data systems, provide information and referrals to the public and community partners, provide administrative and clerical support to division personnel, and coordinate purchasing functions.

Program Summary

Adult Services Division (ASD) Support Services provides office support services for all parole and probation supervision programs, Pretrial Services, Change Center and Community Service. Essential functions include maintenance of highly confidential records and crime data in the statewide Correction Information System (CIS), Law Enforcement Data System (LEDS) and internal service tracking systems, maintaining files for all active and discharged justice involved adults, providing reception coverage, handling of general inquiries from members of the public, mail distribution, supply ordering and processing of fee payments.

Support staff routinely collaborate closely with the DA's office, Courts throughout the state, police agencies, Oregon Department of Corrections, the Oregon Parole Board, other community corrections agencies and community partners to ensure compliance with legal documents of supervision.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of work items processed by the unit	NEW	NEW	29,427	47,500
Outcome	Average Processing Time (days)	NEW	NEW	5	4
Output	Number of check-ins at a reception desk	82,608	85,000	82,000	80,000

Performance Measures Descriptions

All performance measures changed to align with core functions of the unit.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,133,747	\$2,179,846	\$1,936,830	\$2,996,059
Contractual Services	\$8,016	\$0	\$28,021	\$1,654
Materials & Supplies	\$581,815	\$0	\$491,388	\$12,101
Internal Services	\$1,576,069	\$358,585	\$2,384,132	\$512,926
Total GF/non-GF	\$3,299,647	\$2,538,431	\$4,840,371	\$3,522,740
Program Total:	\$5,838,078		\$8,363,111	
Program FTE	13.00	23.00	21.00	30.00

Program Revenues

Intergovernmental	\$0	\$2,538,431	\$0	\$3,522,740
Total Revenue	\$0	\$2,538,431	\$0	\$3,522,740

Explanation of Revenues

County General Fund plus 1) \$3,522,740 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50017-19 Adult Support Services

This program offer reflects an increase of 15.00 FTE that transferred from other DCJ programs during FY 2019 as part of the reorganization of support staff in the Adult Services Division; 3.00 FTE Office Assistant 2 and 1.00 FTE Office Assistant Senior (refer # 50018-20), 3.00 FTE Records Technician (refer # 50026-20), 1.00 FTE Office Assistant Senior (refer # 50031-20), 1.00 FTE Office Assistant 2, 1.00 FTE Program Supervisor and 5.00 FTE Records Technician (refer # 50033-20).

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

Executive Summary

The Adult Recognizance (Recog) unit and Pretrial Services Program (PSP) unit both perform functions necessary for public safety and the effective operation of the local justice system. By assessing a defendant's probability to appear in court or re-offend and conducting interviews and assessments to determine release eligibility, the Recog and Pretrial units allow for scarce jail beds to be reserved for higher risk justice involved adults.

Program Summary

The Recog unit is a 24-hour, seven day a week program that is housed at the County Jail. From expedited release for low risk defendants, to detention holds, to in depth custody placement, Recog staff have the knowledge, expertise, and tools necessary to make preliminary decisions in the best interest of the community. They interview defendants who have a pending Multnomah County charge, which in turn provides a comprehensive, objective, and valid system for release decisions based on victim and community safety along with the defendant's flight risk. Defendants charged with felonies and/or person-to-person misdemeanor crimes are subject to a full criminal history and warrant check in addition to the standard risk screening.

The screening tool used to guide Recog staff has been validated by an independent research group and the results of that study have been approved by the Community Justice Advisory Council. In addition to evaluating the likelihood of appearing in court and risk for committing a new crime, Recog staff assist the court with release decisions for defendants that are ineligible for release by Recog staff. The unit serves as a 24-hour link between law enforcement agencies and Parole-Probation officers, by coordinating the process of holding parole and probation violators in jail and providing after-hours information on high risk individuals who are on electronic monitoring.

The primary mission of the PSP unit is to evaluate the risk of releasing defendants prior to trial, to monitor defendants in the community and to ensure that defendants attend court hearings. PSP staff use evidence based criteria during their investigations to determine whether or not a defendant is likely to pose a safety risk or further is likely to attend subsequent court hearings. The results of these investigations are presented back to the Court when necessary. When the defendant is released under PSP supervision, the assigned case manager monitors the defendant's behavior and actions through office visits, telephone contacts and in some instances, electronic and Global Positioning Software (GPS) is used.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of recog cases processed annually	29,657	29,000	28,585	28,000
Outcome	Percent of recog cases interviewed	32%	35%	35%	33%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,787,956	\$0	\$2,548,913	\$0
Contractual Services	\$6,642	\$0	\$10,842	\$0
Materials & Supplies	\$27,291	\$0	\$23,272	\$0
Internal Services	\$84,578	\$0	\$88,981	\$0
Total GF/non-GF	\$2,906,467	\$0	\$2,672,008	\$0
Program Total:	\$2,906,467		\$2,672,008	
Program FTE	26.00	0.00	21.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program Changes**Last Year this program was:** FY 2019: 50018-19 Adult Recog/Pretrial Supervision Program

This program offer reflects a decrease of 5.00 FTE that transferred to other DCJ programs during FY 2019; 3.00 FTE Office Assistant 2 and 1.00 FTE Office Assistant Senior (refer # 50017-20), and 1.00 FTE Parole-Probation Officer (refer # 50020-20).

Department: Community Justice

Program Contact: Lisa Lewis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) is statutorily and legislatively mandated to provide services to local control (LC) justice involved individuals in order to carry out the Local Supervisory Authority (LSA) functions. The LC Release unit is instrumental in providing all LSA functions including, but not limited to investigations, issuance of warrants, release planning, and active supervision.

Program Summary

The LC unit supervises justice-involved individuals who are sentenced to a prison term of 12 months or less in a local jail. Working with the Sheriff's Office, the LC Release unit has the legal authority to issue arrest warrants and has jurisdiction over the supervision conditions for these justice involved individuals. LC Release staff develop release plans and monitor adults with community-based sanctions (such as drug and alcohol treatment programs) upon the completion of their incarceration.

The LC Release unit is instrumental in holding justice involved individuals accountable by providing fair and objective investigations and parole hearings, incarceration when appropriate and providing supervision. Through collaboration with the Sheriff's Office, the Oregon State Board of Parole, treatment providers, and the community, this unit provides effective interventions and helps to ensure efficient operations of the local justice system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of release plans completed	480	500	500	500
Outcome	Percent of individuals convicted of misd. or felony within 1 year of release date from local control	22%	35%	25%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$251,950	\$0	\$105,302
Contractual Services	\$0	\$1,098	\$0	\$1,448
Materials & Supplies	\$0	\$350	\$0	\$0
Internal Services	\$0	\$51,293	\$0	\$24,771
Total GF/non-GF	\$0	\$304,691	\$0	\$131,521
Program Total:	\$304,691		\$131,521	
Program FTE	0.00	2.00	0.00	1.00

Program Revenues

Intergovernmental	\$0	\$304,691	\$0	\$131,521
Total Revenue	\$0	\$304,691	\$0	\$131,521

Explanation of Revenues

County General Fund plus \$131,521 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50019-19 Adult Local Control Release Unit

This program offer cuts 1.00 FTE Parole-Probation Officer in FY 2020.

Department: Community Justice

Program Contact: Wende Jackson

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

If during supervision, a Parole-Probation Officer (PPO) determines that a justice-involved adult has violated parole conditions, the PPO submits required written documents and a violation hearing is arranged through the Hearings unit. Hearings Officers (HO) conduct local parole hearings and determine consequences for the adults found in violation of supervision. HOs are able to order jail releases, recommend revocations of adults and/or make other recommendations that are consistent with evidence-based practices.

In addition, the unit provides support within the Justice Center to field PPO's for the purposes of testimony and DCJ representation on probation violation matters before the court.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of hearings completed by hearings officers	674	625	662	630
Outcome	Percent of hearings completed by hearings officers outside of Multnomah County	27%	25%	30%	30%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$302,298	\$0	\$471,426
Contractual Services	\$0	\$2,000	\$0	\$2,000
Materials & Supplies	\$0	\$100	\$0	\$0
Internal Services	\$0	\$49,728	\$0	\$80,708
Total GF/non-GF	\$0	\$354,126	\$0	\$554,134
Program Total:	\$354,126		\$554,134	
Program FTE	0.00	2.00	0.00	3.00

Program Revenues

Intergovernmental	\$0	\$335,267	\$0	\$554,134
Beginning Working Capital	\$0	\$18,859	\$0	\$0
Total Revenue	\$0	\$354,126	\$0	\$554,134

Explanation of Revenues

County General Fund plus 1) \$535,275 - State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019. 2) \$18,859 from State Board of Parole Hearings fund allocation. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50020-19 Adult Parole/Post Prison Violation Hearings

This program offer is increased by 1.00 FTE Parole-Probation Officer that transferred from another DCJ program during FY 2019 (refer # 50018-20).

Department: Community Justice

Program Contact: Lisa Lewis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Assessment and Referral Center (ARC) combines in-custody interviews, intakes (post prison and probation) orientations and specialized services, for those released from state and local custody. Enhanced transition services provided at the ARC reduces duplication of efforts and increases the amount of screenings, referrals, and re-entry services available when an individual is first placed on supervision (Post-Prison or Probation).

Program Summary

The ARC staff meets with justice-involved individuals pre and post release who are considered high risk to re-offend in order to determine which strategies and services are most appropriate to connect with at release to reduce the risk of recidivism. Results indicate that using tailored referrals and re-entry services reduces re-offending and increases engagement. Coordinated and immediate service delivery pre and post release addresses individuals' needs and enables interventions targeting criminogenic factors to be delivered more effectively.

ARC staff meet with the majority of justice involved individuals prior to their release from prison (reach-in visits), reducing the abscond rate for post-prison releases. Potential risks and strengths are identified during reach-in sessions, allowing for the development of appropriate supervision plans and preparation for potential roadblocks that could impede an individual's successful transition. In addition to state custody, this practice includes some adults in local jails and residential treatment.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of probation and post prison intakes completed	NEW	NEW	NEW	2800
Outcome	Percent of individuals that are not revoked during the first thirty days from their release from prison	98%	95%	98%	98%
Outcome	Percent of individuals who report as ordered during the first thirty days from their release from prison	98%	94%	94%	95%

Performance Measures Descriptions

Measure 1: Changed to align with core functions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$705,548	\$2,545,864	\$743,509	\$2,142,446
Contractual Services	\$33,890	\$1,122,931	\$33,890	\$1,167,137
Materials & Supplies	\$0	\$28,871	\$0	\$31,430
Internal Services	\$0	\$418,795	\$28,670	\$366,787
Total GF/non-GF	\$739,438	\$4,116,461	\$806,069	\$3,707,800
Program Total:	\$4,855,899		\$4,513,869	
Program FTE	6.00	20.50	5.98	16.02

Program Revenues

Fees, Permits & Charges	\$0	\$4,700	\$0	\$7,267
Intergovernmental	\$0	\$3,570,411	\$0	\$3,700,533
Beginning Working Capital	\$0	\$541,350	\$0	\$0
Total Revenue	\$0	\$4,116,461	\$0	\$3,707,800

Explanation of Revenues

County General Fund plus 1) \$3,626,551 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019. 2) \$73,982 funding from DOC Subsidy/Inmate Welfare Fund (IWF). Presume FY 2020 funding at same level as FY 2019. 3) \$3,975 Interstate Compact fees for clients applying to be supervised in another state. The \$50 application fee was set by the County (Board Resolution) for each transfer application prepared under the Interstate Compact for Adult Offender Supervision (OAR 291-180-0465). 4) \$3,292 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last Year this program was: FY 2019: 50021-19 Assessment and Referral Center

This program offer reflects a decrease of 4.50 FTE. In FY 2020, this program offer cuts 1.00 FTE Corrections Counselor, 1.00 FTE Corrections Technician and 2.00 FTE Parole-Probation Officers. 0.50 FTE Parole-Probation Officer ended during FY 2019.

Department: Community Justice

Program Contact: Lisa Lewis

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The ARC Transition Services staff meets with client's pre and post release considered high risk to re-offend in order to determine which strategies and services are most appropriate to connect client at release to reduce the risk of recidivism. Results indicate that using client specific referrals and re-entry services including housing placement reduces recidivism and increases engagement. Coordinated and immediate service delivery including housing post- release addresses client needs and ensures interventions addressing criminogenic factors and social determinants of health are delivered effectively.

Program Summary

Ending homelessness and maintaining community safety is synonymous for Transition Services, Department of Community Justice. Placing high risk, high need offenders directly into housing with services upon release are consistent with the current Multnomah County plan to end homelessness by circumventing individual's entry into homelessness and cycling in and out of incarceration.

Evidence based practices clearly dictate the need to provide case management, access to healthcare, safe and secure housing for justice involved individuals (JIs) releasing from jail, prison or residential treatment. Currently, there is capacity to provide short and long-term housing services for an average of 330 high-risk adults identified with behavioral or medical needs using several contracted agencies within our community. Providing housing to JIs is cost effective. On average, the cost to house an individual is \$38.00 daily, as compared to \$150-170 per day to incarcerate an individual in jail or prison.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of individuals housed monthly	343	330	338	350
Outcome	Average percentage of contracted beds utilized each month.	NEW	NEW	NEW	80%

Performance Measures Descriptions

Measure 1: Moved from 50021A to align with core function. Measure 2: New performance measure

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$3,380,574	\$0	\$3,127,997	\$0
Materials & Supplies	\$11,612	\$0	\$5,401	\$0
Internal Services	\$47,074	\$0	\$0	\$0
Total GF/non-GF	\$3,439,260	\$0	\$3,133,398	\$0
Program Total:	\$3,439,260		\$3,133,398	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50021-19 Assessment and Referral Center

This program offer reflects a decrease in contractual services (Assessments & Evaluations) in the amount of \$94,194. This reduction resulted in the cut of one SUD/MH Evaluation & Case Consultant. These services are a duplication in effort because once an individual is referred to an agency the evaluation is completed again.

This program offer reflects a decrease in contractual services of 18 single occupancy men's bed in the amount of \$250,000. This housing is very expensive and DCJ can serve more clients in a dorm setting. This will impact clients that are returning to the community from prison.

Program #50021C - Shoreline - Restore 18 Beds

6/19/2019

Department: Community Justice

Program Contact: Lisa Lewis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Housing is an important component for justice-involved individuals to be successful upon re-entry. Restoration of 18 beds at Central City Concern's Shoreline would ensure that beds are available for those justice-involved individuals who have limited housing choices.

Program Summary

Ending homelessness and maintaining community safety is synonymous for DCJ's Transition Services. Placing high risk, high need offenders directly into housing with services upon release are consistent with the current Multnomah County plan to end homelessness by circumventing individual's entry into homelessness and cycling in and out of incarceration.

With the scarcity of housing for justice-involved individuals it is important to maintain all housing options while research is done to identify more affordable options. This offer would restore the numbers of beds at the Shoreline to 62.

As renovation work begins at the East County campus and with staff eventually being moved permanently into the North and West buildings on that campus, more justice-involved individuals will be supervised out of this office. A goal will be to continue to work with providers to increase housing options in East County, which would likely be more affordable as well as closer to where justice-involved individuals are living and receiving services.

DCJ will continue to increase partnerships with other County departments, such as the Joint Office of Homeless Services and Mental Health and Addiction Services, and housing providers to identify housing in this area. The goal will be to identify more affordable housing than the current options of Single Room Occupancy (SRO) in downtown Portland. This past year additional beds were provided in East County by the opening of the Diane Wade House. In addition, the Joint Office of Homeless Services opened a temporary shelter in the South Building of the East Campus and is working to open a permanent shelter in the area.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average of individuals served monthly	NEW	NEW	NEW	18
Outcome	Average number of months individuals housed	NEW	NEW	NEW	6

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$250,000	\$0
Total GF/non-GF	\$0	\$0	\$250,000	\$0
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program ChangesLast Year this program was: FY 2019: 50021-19 Assessment and Referral Center

Department: Community Justice

Program Contact: Stuart Walker

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Justice Reinvestment is a statewide initiative that seeks to improve public safety by reducing spending on incarceration in order to reinvest savings in evidence-based strategies at the county level that decrease crime. The program has established a process to assess justice involved adults prior to sentencing that provide a continuum of community-based sanctions, services and programs designed to reduce recidivism and decrease the county's utilization of imprisonment in Department of Corrections (DOC) institutions while protecting public safety and holding individuals accountable.

Program Summary

Defendants facing a prison term who meet the eligibility requirements are identified by the District Attorney. The Multnomah County Justice Reinvestment Program (MCJRP) includes funding for the jail to expedite assessments, for the court and the defense to assist with case coordination and scheduling, a deputy district attorney to facilitate case identification and case management, law enforcement to assist DCJ in monitoring individuals before and after sentencing, and additional staff at DCJ to carry out the program (assessment, report writing, and supervision). Also, 10% of the funding for Multnomah County must be appropriated to a non-profit working with crime victims.

DCJ conducts an objective assessment of criminal risk and makes recommendations for how the individual could be managed in the community. This report is provided to the defense, prosecution, and court prior to sentencing and informs the sentencing process. For those individuals who are sentenced to probation rather than prison, DCJ provides intensive supervision, along with referrals to treatment. The case plan is individualized based on the person's specific criminal risk factors and community stability needs. This program offer also supports the ongoing Reentry Enhancement Coordination program. This is an evidence-based addictions treatment program for people leaving prison, and includes treatment, housing, mentoring, and employment assistance.

In 2017, MCJRP secured a supplemental grant through CJC which addresses special populations (women and young justice involved individuals - JIIs) and second sentence programs. This additional funding provided a .5 victims advocate to the prosecution, a district attorney to review all probation violations to inform revocations, and two positions with the Defense to support JII's accessing services and programs pre-adjudication. The MCJRP Law Enforcement (LE) Team comprised of two officers is also funded through this supplemental grant. To affect women, there are two Community Health Specialists who are trained in providing gender-informed services, trauma informed care and are skilled at helping the JJI navigate the health and mental health systems, as well as other resources in the community. They work in tandem with the gender responsive Parole-Probation Officer.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults supervised annually	980	1,000	891	980
Outcome	Percent of adults who are not revoked within 1 year of supervision start date	86%	85%	85%	85%
Outcome	Percent of adults who are NOT convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	79%	81%

Performance Measures Descriptions

Measure 3: Changed to align with core functions of the unit and values of the department.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$798,385	\$0	\$893,894
Contractual Services	\$0	\$2,405,722	\$0	\$2,474,252
Internal Services	\$0	\$64,894	\$0	\$65,212
Total GF/non-GF	\$0	\$3,269,001	\$0	\$3,433,358
Program Total:	\$3,269,001		\$3,433,358	
Program FTE	0.00	4.84	0.00	4.63

Program Revenues

Intergovernmental	\$0	\$2,974,797	\$0	\$3,269,001
Beginning Working Capital	\$0	\$294,204	\$0	\$164,357
Total Revenue	\$0	\$3,269,001	\$0	\$3,433,358

Explanation of Revenues

\$3,433,358 from Oregon Criminal Justice Commission - Oregon Justice Reinvestment Grant Program (JRP). Presume FY 2020 funding based upon FY19 allocation budget. The project date extends to December 2019, therefore FY2020 budget includes BWC of \$164,357.

Significant Program Changes

Last Year this program was: FY 2019: 50022-19 HB3194 Justice Reinvestment

In FY 2020 this program offer is reduced by 0.21 FTE Community Justice Program Manager that transfers to another DCJ program (refer # 50023-20).

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

Executive Summary

Multnomah County Department of Community Justice (DCJ) High Risk Generic Supervision has been nationally recognized for the use of evidence-based strategies, including the development of a system to identify criminogenic risk factors affiliated with High Risk justice involved adults. Multnomah County receives a greater number of high risk individuals than any other Oregon county and is still able to produce lower recidivism rates for our cases.

Program Summary

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

DCJ continues to use Effective Practices in Corrections Setting (EPICS), an evidence-based case management model. With EPICS, Parole-Probation Officers (PPO) follow a structured approach to their interactions with their clients, allowing PPOs to effectively target the criminogenic needs using cognitive behavioral interventions for high risk individuals. PPOs reinforce law-abiding behavior and link clients to treatment, employment and other services. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members and treatment providers; and d) collaboration with law enforcement agencies.

Adult supervision is an essential component of public safety. Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these individuals committing new crimes is reduced when evidence-based supervision is in place and monitored. Implementing effective supervision practices has contributed to lower recidivism rates as compared to the Statewide average.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of high risk adults supervised annually in West Program	1060	1700	1,100	1,000
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	19%	23%	21%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,472,543	\$1,555,374	\$1,479,581	\$1,643,077
Contractual Services	\$14,807	\$33,630	\$14,807	\$30,426
Materials & Supplies	\$3,470	\$767	\$497	\$0
Internal Services	\$10,702	\$252,692	\$0	\$281,294
Total GF/non-GF	\$2,501,522	\$1,842,463	\$1,494,885	\$1,954,797
Program Total:	\$4,343,985		\$3,449,682	
Program FTE	18.26	12.78	9.94	12.43

Program Revenues

Fees, Permits & Charges	\$0	\$86,000	\$0	\$66,731
Intergovernmental	\$0	\$1,737,214	\$0	\$1,888,066
Other / Miscellaneous	\$156,458	\$0	\$169,294	\$0
Total Revenue	\$156,458	\$1,823,214	\$169,294	\$1,954,797

Explanation of Revenues

County General Fund including \$169,294 from Circuit Court Jail Assessments per ORS 137.308 deposited into the general fund. Historically, fees for the Criminal Fine Account (CFA) are collected by Multnomah County Circuit Court per ORS 137.309. DCJ receives 60% and MCSO 40% of the monies collected per ORS 137.308. Plus 1) \$1,888,066 from State Department of Corrections (DOC) SB 1145. Presume FY 2020 funding at same level as FY 2019. 2) \$66,731 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last Year this program was: FY 2019: 50023-19 Adult Field Generic Supervision High Risk-West

This program offer reflects a net decrease of 8.67 FTE for positions that transferred to/from other DCJ programs in both FY 2019 and FY 2020.

Department: Community Justice

Program Contact: Stuart Walker

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

The MHU unit works to divert justice involved adults with severe mental illness from incarceration and hospitalizations by treating them in the community. By providing these individuals with community-based treatment and with supervision from specially trained Parole-Probation Officers (PPOs), the MHU unit preserves community safety and minimizes individuals contact with the criminal justice system. The goal of the MHU unit is to reduce recidivism, enhance community safety and to support the mentally ill client in achieving stabilization and improved functioning.

The MHU unit performs the following:

- 1) Improves access to appropriate services for people with severe mental illness who are at high risk of criminal justice involvement;
- 2) Reduces jail and hospital admissions;
- 3) Assists individuals in achieving an improved quality of life outside of jails, prisons and hospitals;
- 4) Provides ongoing monitoring and surveillance; and
- 5) Reduces substance abuse and illicit drug use.

This program supports public safety by providing supervision and treatment to high and medium risk individuals who require assistance in accessing resources to help them achieve a higher quality of life.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	457	330	340	450
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	27%	25%	26%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,270,519	\$0	\$1,450,987	\$0
Contractual Services	\$1,334,346	\$0	\$1,040,849	\$0
Materials & Supplies	\$2,600	\$0	\$0	\$0
Internal Services	\$7,890	\$0	\$0	\$0
Total GF/non-GF	\$2,615,355	\$0	\$2,491,836	\$0
Program Total:	\$2,615,355		\$2,491,836	
Program FTE	10.00	0.00	11.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50024-19 Adult Mental Health Unit - Supervision and Treatment

This program offer is increased by 1.00 FTE Parole-Probation Officer that transferred from another DCJ program during FY 2019 (refer # 50025-20). This position was previously budgeted with State 1145 funds.

This program offer includes a reduction of \$313,296 in contracted services. This reduction includes 4 uninsured STAR dual diagnosis residential men's beds. With this reduction, services will be aligned with our current utilization service level.

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

Executive Summary

The Sex Offense Supervision and Treatment program is a critical public safety function that provides oversight for the comprehensive supervision, treatment and management of approximately 770 adults convicted of sex offenses annually living in Multnomah County. The priorities of this unit are to increase community safety, decrease sexual victimization and reduce recidivism. This program achieves these goals through evidence-based supervision strategies combined with sexual offense specific treatment practices.

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	768	860	857	800
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	8%	12%	10%	10%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within 1 year of supervision start date	1%	2%	0%	1%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,982,178	\$0	\$1,692,565
Contractual Services	\$386,497	\$4,500	\$356,497	\$5,599
Materials & Supplies	\$0	\$15,000	\$0	\$15,025
Internal Services	\$0	\$326,067	\$0	\$289,768
Total GF/non-GF	\$386,497	\$2,327,745	\$356,497	\$2,002,957
Program Total:	\$2,714,242		\$2,359,454	
Program FTE	0.00	14.50	0.00	12.00

Program Revenues

Fees, Permits & Charges	\$0	\$142,000	\$0	\$121,085
Intergovernmental	\$0	\$2,185,745	\$0	\$1,881,872
Total Revenue	\$0	\$2,327,745	\$0	\$2,002,957

Explanation of Revenues

County General Fund plus 1) \$1,851,289 from State Department of Corrections (DOC) SB1145 funding. Presume FY 2020 funding at same level as FY 2019. 2) DOC SVDO \$30,583. Presume level of funding for FY 2019 continue through FY 2020. 3) \$121,085 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last Year this program was: FY 2019: 50025-19 Adult Sex Offense Supervision & Treatment

This program offer reflects a decrease of 1.50 FTE. During FY 2019, 1.00 FTE Parole-Probation Officer transferred to another DCJ program (refer # 50024-20) and 0.50 FTE Parole-Probation Officer ended. In FY 2020, 1.00 FTE Community Justice Program Manager is cut.

Department: Community Justice

Program Contact: Denise Pena

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Domestic Violence (DV) unit collaborates with police, District Attorney's Office, courts and treatment agencies to hold justice involved adults accountable and promote individual change. Each year, this program supervises over 1,000 adults convicted of misdemeanor and felony level offenses. In addition, the DV unit works closely with victims to empower them to make changes that improve their lives as well as the lives of their families. Over the past year, 87% of individuals supervised by the DV unit have not committed a new misdemeanor or felony.

Program Summary

The DV unit strives to end the cycle of violence by holding individuals accountable for their actions and giving them the opportunity to make long-term positive changes by engaging in appropriate counseling groups (batterer intervention, mental health, etc.). In addition to working with individuals to address behavior change, Parole-Probation Officers (PPO) in the DV unit work closely with victims to develop safety plans that help empower them to break the cycle of domestic violence. DV PPOs regularly attend court to ensure a systematic approach is being utilized in victim safety and accountability of the individual on supervision.

Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding high risk individuals accountable, promoting victim safety and building strong collaborative efforts with community partners. This program utilizes evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming that is proven to reduce intimate partner violence. Case management strategies provide individuals the opportunity to change by addressing factors which research has shown to reduce criminal behavior (National Institute of Corrections, 2017).

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served yearly	1317	1,200	1,274	1,250
Outcome	Percent of adults convicted of a misd. or felony 1 year of supervision start date	13%	15%	15%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,089,362	\$1,359,511	\$1,073,930	\$1,158,155
Contractual Services	\$0	\$125,847	\$0	\$105,528
Materials & Supplies	\$2,080	\$16,639	\$350	\$100
Internal Services	\$42,021	\$223,639	\$82	\$198,277
Total GF/non-GF	\$1,133,463	\$1,725,636	\$1,074,362	\$1,462,060
Program Total:	\$2,859,099		\$2,536,422	
Program FTE	8.43	10.57	8.52	7.48

Program Revenues

Fees, Permits & Charges	\$0	\$126,000	\$0	\$113,562
Intergovernmental	\$0	\$1,599,636	\$0	\$1,348,498
Total Revenue	\$0	\$1,725,636	\$0	\$1,462,060

Explanation of Revenues

County General Fund plus 1) \$113,562 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$1,348,498 - State Department of Corrections (DOC) SB1145 funding. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50026-19 Adult Domestic Violence Supervision

This program offer reflects a decrease of 3.00 FTE Records Technician that transferred to another DCJ program during FY 2019 (refer # 50017-20). Additionally during FY 2019, 1.00 FTE Parole-Probation Officer (PPO) transferred in and 1.00 FTE PPO transferred out from other DCJ programs for a net zero impact to PPO FTE (refer # 50014-20 and 50027-20).

Department: Community Justice

Program Contact: John Mcvay

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Women & Family Services Unit (WFSU) supervises approximately 670 justice involved adults annually, and most of them are women. A number of these individuals are pregnant women and/or have children involved in the juvenile justice system. By collaborating with community partners, including the Juvenile Services Division (JSD), WFSU protects children and works to break the cycle of cross-generational antisocial behavior and crime.

Program Summary

WFSU is a unique program that approaches supervision through a multi-disciplinary team effort. WFSU works closely with staff from Child Welfare, Self Sufficiency, Health Services, the Juvenile Services Division, and mental health agencies. WFSU emphasizes collaboration with other agencies for case planning, resource allocation and efficient service delivery. Integrating supervision, child welfare, the Family Court, benefits assistance, social and health services as well as addiction treatment allows WFSU to efficiently address dynamics that place an entire family at risk. WFSU also utilizes the Women's Risk Need Assessment to appropriately assess each woman's actual risk and need areas. This tool allows WFSU staff to be more effective with cognitive behavioral interventions, as well as treatment and service referrals.

The Family Support project, a community-based component, reduces recidivism through accountability, education and training, prioritization of self sufficiency and child welfare, and facilitating access to necessary treatment or counseling. WFSU's approach strengthens the family's resistance to future involvement in the criminal justice system and successfully defrays long-term costs associated with inter-generational criminal activity.

House Bill 3503 established the Family Sentencing Alternative Pilot (FSAP) Program. This program is also included in the Women & Family Services Unit, which diverts qualified justice involved adults who have primary custody of a minor child at the time of the offense from prison to probation. The intent of this program is to promote reunification of families, prevent children from entering the foster care system, and holding individuals accountable, while utilizing wrap around services, with a primary focus of parenting. WFSU has 4 staff dedicated to working with clients who are either pregnant or parenting, or attempting to parent their children, through Department of Human Services involvement. The rest of WFSU staff focus on women involved in the criminal justice system, who are not parenting, the majority due to termination of parental rights through the court system. New this year is the Diane Wade House transitional housing program for women involved in the criminal justice system, funded through the MacArthur Foundation. It provides gender-responsive, trauma-informed services that are also Afrocentric. Residents, who must be referred to the program, will have access to culturally specific mental health stabilization and support services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	676	500	517	520
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	18%	15%	15%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,037,840	\$281,870	\$2,063,296	\$307,429
Contractual Services	\$26,605	\$1,103,521	\$40,339	\$1,245,880
Materials & Supplies	\$3,200	\$6,024	\$14,044	\$5,504
Internal Services	\$10,154	\$46,368	\$145,051	\$52,632
Total GF/non-GF	\$1,077,799	\$1,437,783	\$2,262,730	\$1,611,445
Program Total:	\$2,515,582		\$3,874,175	
Program FTE	7.94	3.06	13.98	3.02

Program Revenues

Fees, Permits & Charges	\$0	\$13,400	\$0	\$9,985
Intergovernmental	\$0	\$627,064	\$0	\$667,836
Other / Miscellaneous	\$0	\$763,926	\$0	\$0
Beginning Working Capital	\$0	\$33,393	\$0	\$933,624
Total Revenue	\$0	\$1,437,783	\$0	\$1,611,445

Explanation of Revenues

County General Fund plus 1) \$9,985 Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$280,000 from the state HB3503 Family Sentencing Alternative Program grant. Assuming funding will continue through FY 2020. 3) \$417,836 is partial allocation from US DOJ BJA SMART Reentry grant, award period 10/01/2017 - 09/30/2020. The grant focuses on evidence-based strategies for successful reentry from incarceration to the community. 4) \$903,624 from MacArthur Foundation. Award period 10/01/2017 - 09/30/2019. Funding focuses on the Safety + Justice Challenge to ensure access to jail alternatives for women with mental health issues. Will request a no cost extension.

Significant Program Changes

Last Year this program was: FY 2019: 50027-19 Adult Family Supervision Unit

This program offer reflects an increase of 6.00 FTE Parole-Probation Officers that transferred from other DCJ programs during FY 2019 (refer # 50023-20, 50026-20, 50032-20, and 50033-20).

Department: Community Justice

Program Contact: Lisa Lewis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Change Center (CC) is a cost-effective public safety program that serves moderate and high risk, violent, mentally ill and drug addicted adults who are on probation and parole. The Change Center provides educational and employment services as well as cognitive behavioral skill-based programming through group sessions

Program Summary

The program works with moderate and high-risk justice involved adults who have been released from incarceration or who have been referred to the program by their Parole-Probation Officer (PPO). The program works to address relevant criminogenic need areas to help participants succeed on supervision and become successful in the community. The Change Center has group locations in both Downtown and East Portland. The program utilizes several evidence-based curricula for both men and women's groups. The Change Center also provides specialized assistance focused on employment. The Change Center participants receive services designed to address risky situations and challenging life circumstances such as substance abuse, criminal thinking and attitudes, inadequate work skills and lack of stability and/or pro-social support.

Additionally, training staff for all cognitive behavioral curricula and program practices ensures common understanding of the group material and promotes consistency in targeting criminogenic risk factors.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually by the Change Center	623	500	600	600
Outcome	Total number of dosage hours provided annually	4002	5000	4000	4000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,005,838	\$1,516,643	\$0
Contractual Services	\$0	\$76,932	\$76,932	\$0
Materials & Supplies	\$0	\$7,182	\$6,808	\$0
Internal Services	\$0	\$2,459	\$14,787	\$0
Total GF/non-GF	\$0	\$2,092,411	\$1,615,170	\$0
Program Total:	\$2,092,411		\$1,615,170	
Program FTE	0.00	17.00	12.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

This offer was previously funded by Video Lottery Funds. In FY 2020, the revenue source will be County General Funds

Significant Program Changes

Last Year this program was: FY 2019: 50028-19 The Change Center

This program offer reflects a decrease of 5.00 FTE. In FY 2020, 1.00 FTE Community Justice Program Manager, 3.00 FTE Corrections Counselor, and 1.00 FTE Corrections Technician are cut.

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

Executive Summary

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

Program Summary

EM technologies are useful case management tools that allow for a broader range of responses to non-conformance and an alternative to more expensive incarceration during pre-adjudication and post-conviction. EM allows Parole-Probation Officers (PPO) to know where high risk justice involved adults are located at any given time. This alternative sanction expands supervision sentencing options for judges and creates cost-effective client management by having the individual pay a portion of the equipment costs (based upon subsidy eligibility). Current data indicate most defendants and justice involved adults on EM complete their obligation successfully. Last year, DCJ clients were on EM instead of using nearly 60,000 jail bed days.

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served	1,442	1,400	1,366	1,200
Outcome	Number of jail beds saved	59676	55,000	57,000	55,000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$285,152	\$0	\$184,454	\$111,185
Contractual Services	\$332,000	\$0	\$332,000	\$0
Materials & Supplies	\$260	\$0	\$0	\$0
Internal Services	\$0	\$0	\$0	\$19,035
Total GF/non-GF	\$617,412	\$0	\$516,454	\$130,220
Program Total:	\$617,412		\$646,674	
Program FTE	3.00	0.00	2.00	1.00

Program Revenues

Intergovernmental	\$0	\$0	\$0	\$130,220
Total Revenue	\$0	\$0	\$0	\$130,220

Explanation of Revenues

County General Fund plus 1) \$130,220 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50029-19 Adult Electronic Monitoring

Department: Community Justice

Program Contact: Lisa Lewis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Many individuals who commit property crimes are also addicted to alcohol or drugs. In an attempt to decrease additional felony convictions and hold people accountable both the State Department of Corrections and the Oregon Criminal Justice Commission invested monies into comprehensive programming for this population. The funding agencies conduct evaluations of each program and report back to the legislature on the results.

Program Summary

DCJ has redesigned this program to include a targeted focus on high risk, opioid-dependent adults and the difficulty in successfully treating these individuals. A close partnership with a qualified community-based program enhances our ability to safely manage these justice involved adults while reducing overdose deaths and criminal recidivism.

The Success Through Accountability, Restitution, and Treatment (START) court is multi-disciplinary in nature, and money is shared by multiple stakeholders. The START program is selective, and provides wrap-around services including treatment, supervision, and transition planning, and mentorship. It uses evidence-based practices in collaboration with the Courts, Multnomah County Sheriff's Office, defense attorneys, the District Attorney, Volunteers of America, and DCJ. This program is part of a specialty court that the Multnomah County Justice Reinvestment Program (MCJRP) refers individuals with the highest risk and needs.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults in START Court served each year in supervision	212	230	237	200
Outcome	Percent of adults in START Court NOT convicted of a misdemeanor or felony within 1 year of supervision start	NEW	NEW	76%	75%
Output	Number of adults referred to medically assisted treatment	23	70	77	40

Performance Measures Descriptions

Measure 2: Changed to align to core values of the department.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$411,250	\$370,665	\$470,772	\$400,368
Contractual Services	\$96,699	\$952,979	\$100,501	\$911,010
Materials & Supplies	\$2,024	\$41,340	\$1,963	\$33,530
Internal Services	\$0	\$38,084	\$0	\$40,998
Total GF/non-GF	\$509,973	\$1,403,068	\$573,236	\$1,385,906
Program Total:	\$1,913,041		\$1,959,142	
Program FTE	3.37	3.58	3.44	3.56

Program Revenues

Fees, Permits & Charges	\$0	\$8,200	\$0	\$4,951
Intergovernmental	\$0	\$1,394,868	\$0	\$1,380,955
Total Revenue	\$0	\$1,403,068	\$0	\$1,385,906

Explanation of Revenues

County General Fund plus 1) \$1,034,339 - State Criminal Justice Commission START Court. Presume FY 2020 funding at same level as FY 2019. 2) \$4,951 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 3) \$86,692 - Adult Drug Court Discretionary Grant from US Dept. of Justice. This is the 3rd grant year budget. Total award is \$300k for the award period of 10/01/2016 - 09/30/2019. This grant also requires a county general fund match of \$101,670 during the grant award period. FY 2020 budgeted match is \$33,890. 4) \$259,924 is partial allocation from SAMHSA Treatment Drug Courts, US Dept. of HHS to expand and/or enhance substance use disorder treatment services. Award period 09/30/2017 - 09/29/2020.

Significant Program Changes

Last Year this program was: FY 2019: 50030-19 Adult START Court Program

In FY 2020 this program offer is increased by 0.05 FTE Community Justice Program Manager that transfers from another DCJ program (50014-20).

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

Executive Summary

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

Program Summary

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

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

The Juvenile CS program has two components: Community Service and Project Payback. Youth do landscaping work and litter clean-up in much needed areas. The Juvenile Community Service/Project Payback Program provides youth with the ability to fulfill their Court mandated obligation while earning money to pay their ordered restitution. Over the past year, the Juvenile CS crews worked approximately 8,300 hours in the community and paid approximately \$46,450 in payments to the Court and individual victims for restitution. Both Community Service and Project Payback provide youth with a pro-social activity while teaching valuable skills. Youth learn landscaping techniques, hand/power tool use and maintenance, and how to safely and efficiently accomplish tasks.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served	1,233	1,200	1,075	1,200
Outcome	Percent of cases completing community service hours successfully	68%	50%	40%	60%
Output	Number of hours juvenile crews worked in the community	8,392	7,900	7,500	8,000
Outcome	Restitution payments made by juveniles participating in work crews	\$46,451	\$43,000	\$44,418	\$47,000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,101,525	\$146,265	\$1,087,640	\$122,120
Contractual Services	\$19,143	\$107,150	\$19,293	\$106,476
Materials & Supplies	\$46,675	\$0	\$45,712	\$0
Internal Services	\$122,200	\$24,061	\$110,924	\$20,908
Total GF/non-GF	\$1,289,543	\$277,476	\$1,263,569	\$249,504
Program Total:	\$1,567,019		\$1,513,073	
Program FTE	10.15	0.85	9.33	0.67

Program Revenues

Fees, Permits & Charges	\$0	\$25,000	\$0	\$14,384
Intergovernmental	\$12,000	\$252,476	\$12,000	\$235,120
Total Revenue	\$12,000	\$277,476	\$12,000	\$249,504

Explanation of Revenues

County General Fund including \$12,000 in revenue collected from various government agencies for adults who perform community services deposited into the general fund and passed through to victims for restitution. Plus 1) \$40,000 - IGA with City of Portland Water Bureau. Current IGA ends 6/30/2019, anticipating renewal at same amount. 2) \$88,644 - IGA with City of Portland Parks & Recreation with set billable rate per day. IGA ends 6/30/2019, anticipating IGA will continue through FY20. 3) \$14,384 - Fees collected per ORS 423.570. Fee payable by person on supervised release. This is a one-time-only fee set at \$35 per Board Resolution for clients sentenced to community service of 40 hours or more. 4) \$75,000 - assuming current IGA with City Of Portland Water Bureau at \$75,000 will continue through 6/30/2020. 5) \$31,476 - IGA with Metro ending 06/30/2019, anticipating renewal at same amount.

Significant Program Changes

Last Year this program was: FY 2019: 50031-19 Community Service

This program offer is decreased by 1.00 FTE Office Assistant Senior that transferred to another DCJ program during FY 2019 (refer # 50017-20).

Department: Community Justice

Program Contact: Denise Pena

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

High risk African American men and women returning to their communities from prison and placed on supervision are over represented in the criminal justice system. DCJ is committed to addressing systemic racism that creates unnecessary barriers for black community members. Lack of education, employment experience, supportive housing coupled with returning to communities that may present some of the same anti-social influences have a negative impact on successful reentry into the community.

Program Summary

This program addresses the needs of African American men and women and gang involved adults. The Department of Community Justice (DCJ) works with culturally responsive providers who have demonstrated effectiveness in improving outcomes for African American justice involved men and women who are 18 to 45 years of age in the areas of education, employment, culturally responsive cognitive behavioral therapy and family stability. This target population is under supervision with (DCJ) Adult Services Division African American Program and Gang Unit. Providers engage in cognitive behavior therapy, peer mentoring, parenting, employment and educational services designed to change the way people think and behave.

Cognitive interventions are a systematic approach that seeks to overcome difficulties by identifying and changing dysfunctional thinking, behavior and emotional responses. This involves helping individuals develop skills for modifying beliefs, identifying distorted thinking, relating to others in different ways, and changing behaviors. The provider utilizes mentors to assist clients with navigating complex systems such as education and employment. Mentoring helps adults establish stable lives by reducing the chaos brought about by poverty, homelessness, underemployment as well as the effects of incarceration. Gang members have shown an increased willingness to participate in programs that use mentors that have had similar life experiences as their own. The relationship that develops between the mentor and the gang member is a key factor for engaging with pro-social resources, relationships and behavior change.

Individuals assigned to this program are classified as high risk based on their scores by the Public Safety Checklist and the LSCMI. They are also identified prior to being released from prison as gang members based on an established set of criteria. Cognitive interventions follow the Habilitation Empowerment Accountability Therapy (HEAT) curriculum, a culturally responsive cognitive behavioral intervention program designed to reflect and address the unique experiences and needs of participants, respectively.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	553	500	522	520
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	16%	20%	20%	17%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$151,149	\$1,373,969	\$164,450	\$1,317,994
Contractual Services	\$476,921	\$12,587	\$674,779	\$203,390
Materials & Supplies	\$5,000	\$5,860	\$6,076	\$10,650
Internal Services	\$38,591	\$226,018	\$6,532	\$225,641
Total GF/non-GF	\$671,661	\$1,618,434	\$851,837	\$1,757,675
Program Total:	\$2,290,095		\$2,609,512	
Program FTE	1.00	10.00	1.00	9.00

Program Revenues

Intergovernmental	\$0	\$1,618,434	\$0	\$1,757,675
Total Revenue	\$0	\$1,618,434	\$0	\$1,757,675

Explanation of Revenues

County General Fund plus 1) \$1,557,915 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019. 2) \$199,760 from US DOJ BJA for Innovations in Supervision Initiative grant. Funding is to reduce violent recidivism rate for African American males with convictions for violent crimes by refining and expanding the use of the Habilitation, Empowerment, Accountability Therapy (HEAT) curriculum. Award period 10/01/2018 - 9/30/2021.

Significant Program Changes

Last Year this program was: FY 2019: 50032-19 Adult Gang and African American Program

This program offer is decreased by 1.00 FTE Parole-Probation Officer that transferred to another DCJ program during FY 2019 (refer # 50027-20).

Department: Community Justice

Program Contact: John Mcvay

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Department of Community Justice (DCJ) High Risk Generic Supervision has been nationally recognized for the use of evidence-based strategies, including the development of a system to identify criminogenic risk factors affiliated with High Risk justice involved adults. The Monitored Misdemeanor Program (MMP) promotes public safety by monitoring and supervising justice involved adults on bench probation who have been convicted of Driving Under the Influence of Intoxicants (DUII). MMP is instrumental in holding bench probation clients accountable.

Program Summary

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

DCJ continues to use Effective Practices in Corrections Setting (EPICS) as an evidence-based case management model. With EPICS, Parole-Probation Officers (PPOs) reinforce law-abiding behavior and link clients to treatment, employment and other services. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members and treatment providers; and d) collaboration with law enforcement agencies.

Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these individuals committing new crimes is reduced when evidence-based supervision is in place and monitored. Implementing effective supervision practices has contributed to lower recidivism rates as compared to the Statewide average.

The Monitored Misdemeanor Program (MMP) provides a service to the courts by monitoring police contacts with individuals supervised in this DUII program. This allows the Court to respond more quickly and effectively with individuals on DUII supervision.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of high risk adults supervised annually in East Program	1720	1700	1700	1,700
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	14%	23%	21%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$958,238	\$2,803,224	\$2,019,116	\$2,706,832
Contractual Services	\$12,926	\$8,193	\$32,631	\$4,114
Materials & Supplies	\$10,979	\$23,231	\$1,248	\$3,216
Internal Services	\$271,576	\$484,557	\$178,409	\$463,408
Total GF/non-GF	\$1,253,719	\$3,319,205	\$2,231,404	\$3,177,570
Program Total:	\$4,572,924		\$5,408,974	
Program FTE	7.70	22.92	13.55	18.95

Program Revenues

Fees, Permits & Charges	\$0	\$216,300	\$0	\$238,413
Intergovernmental	\$0	\$3,230,062	\$0	\$2,939,157
Total Revenue	\$0	\$3,446,362	\$0	\$3,177,570

Explanation of Revenues

County General Fund plus 1) \$2,422,802 from State Department of Corrections (DOC) SB 1145. Presume FY 2020 funding at same level as FY 2019. 2) \$64,033 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status 3) \$516,355 from State Department of Corrections (DOC) M57 funding. Presume FY 2020 funding at same level as FY 2019. Funding restricted to programs that support Measure 57. 4) \$174,380 - Monitored Misdemeanor Probation (MMP) fees. Fees are set by and ordered by the Circuit Court as a condition of probation and payable to DCJ for the monitoring of clients. The current MMP monitoring fees are \$15 per month.

Significant Program Changes

Last Year this program was: FY 2019: 50033-19 Adult Field Generic Supervision High Risk-East

This program offer reflects a net increase of 1.88 FTE; for positions that transferred to/from other DCJ programs in both FY 2019 and FY 2020; and in FY 2020, 1.00 FTE Corrections Technician is cut.

Department: Community Justice

Program Contact: Denise Pena

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The DV unit strives to end the cycle of violence by holding justice involved adults accountable for their actions and giving them the opportunity to make long-term positive changes by engaging in appropriate counseling groups (batterer intervention, mental health, etc.). In addition to working with individuals to address behavior change, Parole-Probation Officers (PPO) in the DV unit work closely with victims to develop safety plans that help empower them to break the cycle of domestic violence.

Program Summary

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

- 1) Individuals with first time offenses of domestic violence are placed in the Deferred Sentencing Program (DSP). DSP provides individuals access to services that help address their violent behavior patterns. If an individual successfully completes all requirements of DSP, he/she is not convicted of the initial offense and the case is dismissed.
- 2) DSP refers DV defendants to intervention services for batterers, which helps prevent their behavior from escalating into further contacts with law enforcement and subsequent stays in costly jails.

DV PPOs regularly attend court to ensure a collaborative approach is being utilized in victim safety and client accountability. Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding individuals accountable, promoting victim safety and building strong collaborative efforts with community partners. This program utilizes evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming. Case management strategies provide individuals the opportunity to change by addressing factors which research has shown to reduce criminal behavior (National Institute of Corrections, 2017).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	114	100	119	100
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	8%	5%	7%	8%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$90,313	\$0	\$119,185	\$0
Materials & Supplies	\$260	\$0	\$0	\$0
Total GF/non-GF	\$90,573	\$0	\$119,185	\$0
Program Total:	\$90,573		\$119,185	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program ChangesLast Year this program was: FY 2019: 50036-19 Adult Domestic Violence Deferred Sentencing

Department: Community Justice

Program Contact: Denise Pena

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Sex Offense Reduced Supervision (SORS) caseload provides supervision for adults convicted of sex offenses who have been identified as low risk for sexual re-offense by validated risk assessment tools. A reduced level of supervision is provided to qualifying clients in order to monitor compliance with sexual offense specific treatment, sex offense registration and special conditions of supervision. This caseload's staff assists with community safety by reducing risk through continued monitoring of the individual's behavior while on supervision.

Program Summary

The SORS caseload is for adults convicted of sex offenses who have been identified as low risk for sexual re-offense. These individuals have shown compliance via:

- 1) Completing a minimum of one year supervision and treatment;
- 2) Passing a full disclosure polygraph (if medically able and if no extenuating circumstances exist);
- 3) Passing a maintenance polygraph within six months prior to their transfer to the SORS caseload; and
- 4) Having a limited sexual and criminal history.

An individual who meets any of the below criteria is excluded from SORS supervision:

- 1) Having a score of 6+ on the Static-99 assessment tool;
- 2) Having a primary sexual preference for children or sexual arousal to violence;
- 3) Having emotional identification with children; and
- 4) Level 3 Sex designation (may be waived by the manager).

In accordance with the Risk/Need/Responsivity model, the SORS program limits the extent of resources invested in low risk individuals and focuses on allocating the majority of resources to high and medium risk adults convicted of sex offenses. One Sex Offense Specialist Parole-Probation Officer (PPO) supervises the SORS caseload and is required to complete a home visit every six months. The individual on supervision is required to submit monthly reports, report in person every six months, successfully complete a maintenance polygraph every six months, participate in sexual offense specific treatment until discharged, and pay supervision and court ordered fees. Individuals are returned to a high risk caseload if there are any indications of status instability or verified behaviors that present an increased risk to the community or victim.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	231	200	254	200
Outcome	Percent of adults convicted of a misd. or felony within one year of supervision start date	0%	4%	0%	0%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within one year of supervision start date	0%	0%	0%	0%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$229,399	\$0	\$249,811
Internal Services	\$0	\$37,736	\$0	\$42,768
Total GF/non-GF	\$0	\$267,135	\$0	\$292,579
Program Total:	\$267,135		\$292,579	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues

Intergovernmental	\$0	\$267,135	\$0	\$292,579
Total Revenue	\$0	\$267,135	\$0	\$292,579

Explanation of Revenues

State Department of Corrections (DOC) SB1145 \$292,579. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50037-19 Adult Sex Offense Reduced Supervision (SORS)

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

Executive Summary

The Reduced Supervision Team (RST) model takes care not to bring justice involved adults who are low risk deeper into the criminal justice system, provides minimal supervision and encourages increased self-sufficiency. Approximately 3000 adults are supervised by RST annually.

Program Summary

Justice involved adults are assessed utilizing risk tools. Those who have the lowest risk to re-offend are routed to RST for supervision. Research shows that providing intense supervision to lower risk individuals is detrimental and causes more harm (Lowenkamp, Latessa, & Holsinger, 2006).

RST is a formal probation/parole/post-prison program that tracks the individual's supervision to completion. The individual is not required to see a Parole-Probation Officer (PPO) but must report any changes in address or employment, any law enforcement contact, and must receive permission to travel outside of Oregon. RST monitors new criminal activity and responds with an array of sanctions or redirection, which can include a caseload transfer for more intensive supervision, jail/revocation, electronic monitoring and/or community service.

Staff monitor and supervise individuals by tracking each case for police contact, new criminal activity and compliance to conditions set by the Court. This program's ability to monitor the activities of individuals allows the courts to effectively supervise these cases and address violations in a timely manner.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	4591	5000	4600	5,000
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	13%	9%	13%	13%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$690,907	\$539,036	\$520,935	\$309,940
Contractual Services	\$8,250	\$58,950	\$7,511	\$16,847
Materials & Supplies	\$6,711	\$0	\$0	\$0
Internal Services	\$5,625	\$70,922	\$0	\$53,061
Total GF/non-GF	\$711,493	\$668,908	\$528,446	\$379,848
Program Total:	\$1,380,401		\$908,294	
Program FTE	5.23	4.77	3.57	2.43

Program Revenues

Fees, Permits & Charges	\$0	\$561,000	\$0	\$379,848
Other / Miscellaneous	\$159,722	\$0	\$145,762	\$0
Total Revenue	\$159,722	\$561,000	\$145,762	\$379,848

Explanation of Revenues

County General Fund plus 1) \$145,762 from HB2712 Circuit Court Jail Assessments per ORS 137.308. Funding received is deposited into county general fund. Presume FY 2019 funding will continue in FY 2020. Historically, fees for the Criminal Fine Account (CFA) are collected by Multnomah County Circuit Court per ORS 137.309. DCJ receives 60% and MCSO 40% of the monies collected per ORS 137.308 2) \$379,848 -Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last Year this program was: FY 2019: 50038-19 Adult Generic Reduced Supervision (Casebank)

This program offer reflects a decrease of 4.00 FTE. During FY 2019, 1.00 FTE Probation/Parole Officer transferred to another DCJ program (refer # 50033-20). In FY 2020, 1.00 FTE Community Justice Program Manager and 2.00 FTE Corrections Technician transfer to another DCJ program (refer # 50033-20).

Program #50039 - Mead Center Support

6/19/2019

Department: Community Justice

Program Contact: Wende Jackson

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Funding two full-time Office Assistant 2's to provide support to have reception areas on more floors at the Mead Building. A Support Staff redesign and resource shortage led to reception areas being taken away on several floors of the Mead building, which includes 7 floors.

Program Summary

Support Services provides the Adult Services Division (ASD) with support for supervision units, Assessment and Referral Center, Local Control, Pretrial Services, Change Center and Community Service and provides a range of services including reception coverage.

In an effort to increase staffing efficiencies, in between late 2016 and early 2018 reception was moved to a central location on the first floor of the Mead Building. While some efficiencies have been realized, feedback from staff and justice-involved individuals (JIs) has revealed that this change has made it more difficult for JIs to get to their appointments with staff.

This program offer would fund two Office Assistant 2's allowing for up to three floors at the Mead Building to have reception areas.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of clients served at first floor reception	NEW	NEW	NEW	200
Outcome	Number of clients served at new reception areas	NEW	NEW	NEW	175

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$143,838	\$0
Total GF/non-GF	\$0	\$0	\$143,838	\$0
Program Total:	\$0		\$143,838	
Program FTE	0.00	0.00	2.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program Changes**Last Year this program was:**

This program offer adds 2.00 FTE Office Assistant 2 in FY 2020.

Department: Community Justice

Program Contact: Deena Corso

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Juvenile Services Division (JSD) works to hold youth involved with the Juvenile Justice System (JJS) accountable, provide reformation opportunities, and promote public safety to ensure an equitable and fair JJS. Juvenile Services Management (JSM) leads, supports and monitors delinquency intervention, probation, accountability, community engagement, treatment, and detention services for delinquent youth ages 12-18, and in the case of probation, youth up to the age of 23.

Program Summary

JSD engages with the community and collaborates with victims and system partners (e.g., the judiciary, law enforcement, District Attorney, education system, etc) to enhance the coordination and effectiveness of the overall juvenile system. Programs are designed to reduce recidivism as well as the over-representation of youth of color in the JJS in Multnomah County. Specific oversight responsibilities include:

- 1) PROBATION AND TREATMENT SERVICES - Oversees intake/assessment, prevention/intervention and adjudication. Coordinates and monitors units devoted to probation supervision, sanctioning, connection to resources. Provides community-based mental health and alcohol and drug services for delinquent youth (including assessments, case planning, care coordination and individual/family therapy).
- 2) DETENTION SERVICES - Responsible for the operations and security of a regional juvenile detention facility. This facility operates 24 hours a day, 7 days a week and serves tri-county youth awaiting subsequent court hearings (including youth charged as adults with Measure 11), or those serving a sanction.
- 3) COMMUNITY-BASED AND SUPPORT SERVICES - Provides an assessment and evaluation (A&E) residential program that operates 24 hours a day, 7 days a week. Interfaces with youth-serving community resources to improve access and integration. Oversees a contract with a community provider that delivers the Community Monitoring program as an alternative to detention. Provides support staff to the Juvenile Justice Complex, including data and document services.
- 4) SYSTEM CHANGE AND DETENTION ALTERNATIVES INITIATIVE PROGRAMMING - Focuses on developing and implementing strategies to reduce racial and ethnic disparities in the JJS and enhancing multi-system integration. Holds youth accountable and protects public safety through shelter care, residential placement, and other detention alternative intervention outlets.
- 5) FAMILY COURT SERVICES - Provides mediation, parent education, and child custody evaluations. In addition, Juvenile Services Management oversees a position that serves as a liaison to the family court judiciary for community-based programs and agencies, advocates and implements best practices, staffs judicial meetings, and partners with the Chief Family Law Judge as a point of contact for foster care and juvenile justice reform.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of juvenile criminal referrals received annually	1,231	1,000	1,150	1,100
Outcome	Percent of youth that had one or more subsequent adjudications within 1 year post disposition	26%	25%	25%	25%

Performance Measures Descriptions

Measure 2 Changed: Refined Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,282,193	\$149,076	\$1,258,465	\$62,099
Contractual Services	\$162,340	\$0	\$164,840	\$155,907
Materials & Supplies	\$122,123	\$21,533	\$125,653	\$48,172
Internal Services	\$44,290	\$23,873	\$0	\$7,541
Total GF/non-GF	\$1,610,946	\$194,482	\$1,548,958	\$273,719
Program Total:	\$1,805,428		\$1,822,677	
Program FTE	7.80	0.20	6.72	0.28

Program Revenues				
Intergovernmental	\$0	\$156,386	\$0	\$223,720
Other / Miscellaneous	\$3,000	\$24,500	\$3,000	\$24,500
Beginning Working Capital	\$0	\$13,596	\$0	\$25,499
Total Revenue	\$3,000	\$194,482	\$3,000	\$273,719

Explanation of Revenues

County General Fund including \$3,000 - Juvenile Informal Restitution which is deposited into the general fund. Revenue is collected from the youth and passed-through to the victim for restitution. Budget based on prior 3 year average. Plus 1) \$49,999- Annie E. Casey Foundation grant. Amount includes carryover from FY 2019 in the amount of \$25,499 which is the projected unspent balance. 2) \$223,720 - partial allocation of a two year award (10/01/2017 - 09/30/2019) for \$379,823 from US DOJ OJJDP Juvenile Justice Emergency Planning Demonstration Program. This grant funds the development of an emergency plan for the County Juvenile Detention Facility. Will request a no cost extension.

Significant Program Changes

Last Year this program was: FY 2019: 50050-19 Juvenile Services Management

This program offer cuts 1.00 FTE Executive Specialist in FY 2020.

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

Executive Summary

This is a one time only request for \$50,000 to implement and train all detention staff on a new behavior management system that will focus on increasing youth and staff safety while reducing reliance on isolation/room confinement and restraints. Mandatory training of all juvenile custody services specialists (JCSSs) is extremely expensive because of the need to backfill and provide overtime.

Program Summary

The behavior management system currently utilized in detention was created nearly 20 years ago. It is in need of updating to better align with modern research and science, statutes and laws, as well as national trends related to conditions of confinement.

This year (FY 2019) we will engage a core group of JCSSs in researching and selecting a new behavior management system with a goal of implementing the new model and training all staff in FY 2020. The training will focus on increasing youth and staff safety, reducing isolation/room confinement, and providing new tools to work with youth in line with adolescent brain development science and trauma informed care. A recent Performance based Standards (PbS) survey showed that many JCSSs wanted training in this area.

A core group of JCSSs will participate in the development of this training. DCJ will use funds this year to cover the costs of providing backfill for the JCSSs engaged in the research and development of the behavior management model and associated training. Engaging frontline staff in researching and recommending a new model, and developing an implementation plan, will be key to gaining their support and buy in.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of hours of new training provided per Juvenile Custody Service Specialist	NEW	NEW	NEW	20
Outcome	Percentage of Juvenile Custody Service Specialists (temporary and on-call) receiving training	NEW	NEW	NEW	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

Department: Community Justice

Program Contact: Craig Bachman

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Juvenile Support Services assists the Juvenile Services Division (JSD) Administration, Probation And Treatment Services and Community Based & Support Services. Support Services staff members perform the following functions: a) maintain accurate records internally and in various statewide data systems; b) provide information and referrals to the public and community partners; c) provide administrative and clerical support to division personnel; d) property management and purchasing; and e) provide reception coverage.

Program Summary

Clerical Support Services: Support Services provides office support to Probation and Treatment Services, Community Based & Support Services, and the Assessment & Evaluation (A&E) program. Essential Functions include shelter care tracking, Medicaid billing preparation, reviewing client service notes, and creating client charts. Support services also maintains all closed juvenile files; provides public assistance with general inquiries; oversees mail distribution; and processes documents and forms for JSD, the District Attorney's Office, Department of Human Services and the Judiciary per inter-agency agreements.

Data Services: Essential functions include specialized data entry and record maintenance in the statewide Juvenile Justice Information System (JJIS) and Law Enforcement Data System (LEDS). Data services enters warrants into LEDS, provides law enforcement with field access to juvenile Electronic Probation Records (EPR); maintains juvenile sex offender registration information; performs records checks; processes subpoenas; processes archiving requests; and handles expunction of juvenile records that meet statutory criteria.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of referrals received & processed annually	2,816	3,100	2,800	3,000
Outcome	Number of court orders and dispositions processed	1,459	1,500	1,500	1,500
Outcome	Percent of warrants successfully processed without additional validations needed	97%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,814,778	\$86,535	\$1,607,956	\$0
Contractual Services	\$10,000	\$15,607	\$13,500	\$0
Materials & Supplies	\$116,908	\$0	\$51,617	\$0
Internal Services	\$1,111,711	\$14,235	\$1,282,147	\$0
Total GF/non-GF	\$3,053,397	\$116,377	\$2,955,220	\$0
Program Total:	\$3,169,774		\$2,955,220	
Program FTE	18.20	0.80	15.00	0.00

Program Revenues

Intergovernmental	\$0	\$116,377	\$0	\$0
Total Revenue	\$0	\$116,377	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes**Last Year this program was:** FY 2019: 50051A-19 Juvenile Services Support

This program offer reflects a decrease of 4.00 FTE. In FY 2020, 1.00 FTE Clerical Unit Coordinator, 2.00 FTE Corrections Technician and 1.00 FTE Juvenile Counseling Assistant are cut. The Corrections Technicians are from the Child Abuse Unit. The Oregon Department of Justice is transitioning to representing the Department of Human Services in Dependency matters. As such they will be serving summons to parents for the Judicial proceedings. The Department is currently working with our partners to develop a plan to transition this work in an effective manner.

This program offer reflects a decrease in revenue from Other Funds due to the DCJs decision to discontinue claiming Title IV-E Federal Funds. Expenses exceeded revenues by a 2:1 ratio and continued to decline.

Department: Community Justice

Program Contact: Craig Bachman

Program Offer Type: Support

Program Offer Stage: As Adopted

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

Executive Summary

Juvenile Counseling Assistants provide support and assistance to Juvenile Counselors and direct services to justice-involved youth and families. Restoration of this offer would increase direct case management services to youth/families and provide support to Juvenile Counselors.

Program Summary

This position has primarily been performing functions required for claiming Title IV-E (federal) funding. DCJ will discontinue claiming Title IV-E funds in FY 2020.

A Juvenile Counseling Assistant provides entry level professional evaluation, investigation, counseling, casework, adjudication, and supervision of justice-involved youth and their families. These tasks provide important foundational support allowing Juvenile Counselors to focus on developing and tracking case plans for youth and their families and connecting them to needed services.

Restoration of this position would improve case management and supervision services for justice-involved youth by supporting Juvenile Counselors and assisting youth and their families in accessing a range of services (e.g., transportation, housing, treatment, health insurance, etc.).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of unique youth/families served by Juvenile Counselor Assistant annually	NEW	NEW	NEW	50
Outcome	Number of summons served by Juvenile Counselor Assistants annually	NEW	NEW	NEW	100

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$108,007	\$0
Materials & Supplies	\$0	\$0	\$260	\$0
Total GF/non-GF	\$0	\$0	\$108,267	\$0
Program Total:	\$0		\$108,267	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50051A-19 Juvenile Services Support

This program offer restores 1.00 FTE Juvenile Counseling Assistant which includes 0.80 FTE backfilled with county general fund that was previously funded by Title IV-E reimbursement funds in FY 2019.

Program #50052 - Family Court Services

6/19/2019

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

Executive Summary

Exposure to parental conflict and the potential loss of a parent through divorce and separation places children at risk for delinquency, teen pregnancy and poor school performance, all of which can lead to a cycle of dysfunction and offending behavior. Family Court Services (FCS) helps keep children safe, parents healthy, families stable and promotes public safety through services to at risk families as they go through separation and divorce.

Program Summary

The Parent Education Program (under FCS) provides divorce and parenting information to Multnomah County parents experiencing the major life transition of separation or divorce. Through parent education, mediation, evaluation, information and referral services, FCS stabilizes families involved with the Family Court and plays a critical role in preventing family dysfunction, childhood stress and juvenile delinquency.

FCS provides child custody mediation to over 1,000 cases a year and conducts approximately 30 child custody evaluations annually to assist families experiencing high levels of conflict. FCS also produces materials such as the "Birth Through Three" and "Second Chances" handbooks for use by parents and others in need of information relevant to parenting issues. Reducing parental conflict during separation decreases risks for delinquency and teen pregnancy, decreases subsequent litigation and increases children's meaningful contact with both parents (Wallerstein 1998; Emery 2001; Sarkadi et al. 2008).

FCS is housed in the Downtown Courthouse and services are taking place at East County Courthouse in order to better serve the residents of East County. Parent education and mediation are state mandated services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of individuals satisfied with parent education classes	90%	90%	93%	90%
Outcome	Percent of custody/parenting time evaluations resulting in settlement	76%	50%	50%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$300,681	\$768,365	\$336,820	\$764,427
Contractual Services	\$0	\$61,349	\$0	\$61,819
Materials & Supplies	\$0	\$25,607	\$0	\$23,546
Internal Services	\$0	\$203,684	\$0	\$211,997
Total GF/non-GF	\$300,681	\$1,059,005	\$336,820	\$1,061,789
Program Total:	\$1,359,686		\$1,398,609	
Program FTE	3.09	6.51	2.43	6.37

Program Revenues

Fees, Permits & Charges	\$0	\$983,172	\$0	\$978,172
Intergovernmental	\$0	\$75,833	\$0	\$83,617
Total Revenue	\$0	\$1,059,005	\$0	\$1,061,789

Explanation of Revenues

County General Fund plus 1) \$773,172 in state funding for conciliation and mediation services assumes continued funding at current level. 2) \$80,000 - Conciliation Services fee collected as part of \$60 marriage license fees of which \$10 is a conciliation services fee. 3) \$5,000 - Child Custody Evaluation Case-Opening Fees. 70% of clients qualify for a waiver. 4) \$120,000 for Parenting Education Program fees. Fee of \$70 is collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution. 5) \$83,617 Access & Visitation grant from US Dept. of Health and Human Services. Funding provides access and visitation services to non-custodial parents who are having difficulty establishing visitation and a legally enforceable parenting plan.

Significant Program Changes

Last Year this program was: FY 2019: 50052-19 Family Court Services

This program offer cuts a vacant 0.80 FTE Office Assistant 2 in FY 2020. DCJ converted 0.30 to the personnel temporary budget and reduced 0.50 from budget. There are two other support staff to assist in this standalone office.

Program #50053 - Courtyard Cafe and Catering

6/19/2019

Department: Community Justice

Program Contact: Rosa Garcia

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of Courtyard Cafe transactions per day	250	200	200	200
Outcome	Amount of annual revenue earned	\$140,000	\$125,000	\$120,000	\$130,000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$203,763	\$0	\$276,394	\$0
Contractual Services	\$8,263	\$0	\$8,322	\$0
Materials & Supplies	\$97,180	\$0	\$97,284	\$0
Internal Services	\$20,394	\$0	\$24,571	\$0
Total GF/non-GF	\$329,600	\$0	\$406,571	\$0
Program Total:	\$329,600		\$406,571	
Program FTE	2.72	0.00	3.20	0.00

Program Revenues

Other / Miscellaneous	\$198,800	\$0	\$214,000	\$0
Total Revenue	\$198,800	\$0	\$214,000	\$0

Explanation of Revenues

County General Fund including revenue of \$128,000 in Courtyard Cafe sales and \$86,000 in Catering sales.

Significant Program Changes

Last Year this program was: FY 2019: 50053-19 Courtyard Cafe and Catering

This program offer reflects an increase of 0.48 FTE that transferred from another DCJ program during FY 2019 (refer # 50054A-20).

Department: Community Justice

Program Contact: Rosa Garcia

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Juvenile Detention protects the community by holding youth in custody when it has been determined that they are a serious risk to public safety and/or are a high risk to not appear for court. In 2018, over 674 youth were brought to Juvenile Detention for intake screening. This offer funds 48 of the 64 beds required to meet the County's daily detention needs.

Program Summary

The Juvenile Detention facility has a capacity of 191 beds. Of the 64 beds required to meet the County's daily detention needs, 32 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 32 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 64 beds, a unit of 16 beds must be kept available for youth who identify as female.

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	NEW	NEW	345	350
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	316	290	300	300

Performance Measures Descriptions

Measure 1 Changed: Alignment to Core Functions of the unit and values of the division.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$7,040,152	\$0	\$6,856,418	\$0
Contractual Services	\$5,461	\$0	\$5,461	\$0
Materials & Supplies	\$197,417	\$161,334	\$191,386	\$140,065
Internal Services	\$1,254,584	\$0	\$1,355,914	\$0
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$8,508,614	\$161,334	\$8,420,179	\$140,065
Program Total:	\$8,669,948		\$8,560,244	
Program FTE	57.88	0.00	52.40	0.00

Program Revenues

Intergovernmental	\$3,737,127	\$161,334	\$3,615,195	\$140,065
Total Revenue	\$3,737,127	\$161,334	\$3,615,195	\$140,065

Explanation of Revenues

County General Fund plus 1) \$140,065 - total reimbursement by USDA ODE for youth that qualify for the school breakfast lunch program; \$50,969/breakfast & \$89,096/Lunch. Projection uses current FY 2019 meal counts and rates. 2) \$3,615,195 - anticipating current IGAs with Clackamas County and Washington County, respectively for Juvenile Detention Center of numbers of daily beds usage will continue through FY 2020 with an estimated 3% increase of current bed/day rate. The 3% increase is the estimated CPI index based on IGA. \$3,615,195 consists of \$1,691,430 from Clackamas County (15 beds) and \$1,923,766 from Washington County (17 beds). \$3,615,195 projection also includes the deduction of \$51,099 for each county for the Health Departments provision of health services to detention clients.

Significant Program Changes

Last Year this program was: FY 2019: 50054A-19 Juvenile Detention Services - 56 Beds

This program offer reflects a decrease of 5.48 FTE. During FY 2019, 0.48 FTE transferred to another DCJ program (refer # 50053-20). In FY 2020, 5.00 FTE Juvenile Custody Services Specialist are cut because Juvenile Detention is reduced by 8 beds.

Department: Community Justice

Program Contact: Rosa Garcia

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Juvenile Detention protects the community by holding youth in custody when they have been determined to be a serious risk to public safety and/or are high risk to not appear for court. In 2018, over 674 youth were brought to Juvenile Detention for intake screening. This offer funds 16 of the 64 beds required to meet the County's daily detention needs.

Program Summary

The Juvenile Detention facility has a capacity of 191 beds. Of the 64 beds required to meet the County's daily detention needs, 32 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 32 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 64 beds, a unit of 16 beds must be kept available for youth who identify as female.

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

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

In order to improve safety and security in detention, and to reduce reliance on on-call staff, this program offer also funds three newly created Juvenile Custody Services Specialist (JCSS) positions.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	NEW	NEW	345	350
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	316	290	300	300

Performance Measures Descriptions

Measure 1 Changed: Alignment to Core Functions and values of the division.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$851,029	\$0	\$1,128,250	\$0
Materials & Supplies	\$36,289	\$0	\$40,630	\$0
Total GF/non-GF	\$887,318	\$0	\$1,168,880	\$0
Program Total:	\$887,318		\$1,168,880	
Program FTE	6.00	0.00	9.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50054B-19 Juvenile Detention Services - 16 Beds

This program offer adds 3.00 FTE Juvenile Custody Services Specialist in FY 2020.

Department: Community Justice

Program Contact: Craig Bachman

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

One of the key components for supervision of pre-adjudicated, at risk youth is to allow for qualified youth to remain at home or in community placements while awaiting court processing. The Community Monitoring Program (CMP) provides supervision and support while reserving the use of costly detention bed spaces for higher risk youth. The research published by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) shows that detaining low risk offending youth makes it more likely they will re-offend after they return to the community.

Program Summary

This program serves both pre-adjudicated and post-adjudicated youth to ensure court compliance. CMP is comprised of four levels of supervision. All youth start out being placed on the highest level and are reduced in their level of supervision based on their performance.

While on CMP, each youth must make several daily phone calls to the CMP office for required check-ins. CMP staff conduct face to face visits at home, school and place of employment (referred to as field visits) to assure program compliance and that conditions of release are being followed. Field visits are random and are conducted 7 days a week, 365 days a year. Each youth is reviewed weekly by the team to measure client compliance. The goal of the program is for each youth to comply with the court ordered release conditions and successfully complete the program.

Multnomah County Juvenile Services Division (JSD) is a national model site for Juvenile Detention Alternatives Initiative (JDAI). JDAI's success is dependent on having detention alternative programs which use the least restrictive means for youth who are involved in the court process. Without a range of alternatives to detention, Multnomah County JSD would detain over 100 additional youth per year.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth served	187	200	200	200
Outcome	Percent of youth who attend their court appearance	99%	97%	100%	98%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$198,122	\$419,715	\$222,097	\$419,715
Total GF/non-GF	\$198,122	\$419,715	\$222,097	\$419,715
Program Total:	\$617,837		\$641,812	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Intergovernmental	\$0	\$419,715	\$0	\$419,715
Total Revenue	\$0	\$419,715	\$0	\$419,715

Explanation of Revenues

County General Fund plus \$419,715 from Oregon Youth Authority Gang Transition Services (OYA GTS). This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions.

Significant Program Changes

Last Year this program was: FY 2019: 50055-19 Community Monitoring Program

Department: Community Justice

Program Contact: Craig Bachman

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Juvenile detention alternatives in the form of short-term shelter and residential placements protect the public by safely supervising identified high risk youth in the community. Many of these are Latino and African American justice-involved youth. By placing these youth in culturally appropriate placements (short-term shelter care or treatment foster care), the disproportionate confinement of youth of color drops significantly. Juvenile shelter and residential placements additionally save the County significant funding each year while preserving public safety.

Program Summary

Oregon Revised Statute (ORS) 419C.145 defines the circumstances under which a youth may be placed in custody. A youth having committed a felony crime, accumulated a history of warrants for failure to appear in court, engaged in probation or conditions of release violations, or participated in certain person to person misdemeanors, is eligible for custody. Further stipulated in this statute are mandates that allow these youth to be released to a parent, shelter or other responsible party as long as their release does not endanger the welfare of the community or the youth. While in care, these youth attend school, participate in treatment and work with an assigned Juvenile Court Counselor.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth served	58	75	60	75
Outcome	Percent of youth who do not leave the shelter during their placement	70%	80%	65%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$117,129	\$554,860	\$208,983	\$505,815
Total GF/non-GF	\$117,129	\$554,860	\$208,983	\$505,815
Program Total:	\$671,989		\$714,798	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Intergovernmental	\$0	\$362,140	\$0	\$271,175
Service Charges	\$0	\$192,720	\$0	\$234,640
Total Revenue	\$0	\$554,860	\$0	\$505,815

Explanation of Revenues

County General Fund plus 1) \$271,175 from Oregon Youth Authority Gang Transition Services (OYA GTS). This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. 2) \$234,640 from Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth who are authorized to receive Behavior Rehabilitation Services (BRS). Services are provided by two County contracted providers.

Significant Program Changes

Last Year this program was: FY 2019: 50056-19 Juvenile Shelter & Residential Placements

Department: Community Justice

Program Contact: Tracey Freeman

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Intake, Assessment, Intervention and Adjudication (IAIA) carries an average daily caseload of 180 youth (12 to 18 years of age). Youth who are at imminent risk of becoming chronic juvenile offenders are identified using validated risk assessment instruments; supervision and services are provided to over 260 justice involved youth annually.

Program Summary

IAIA conducts daily intakes, responds to victim and public inquiries, and administers delinquency risk assessments. IAIA communicates with the District Attorney's Office regarding charging decisions, provides valuable information and referral services to the public, and facilitates victim services as mandated by Oregon Victims' Rights Law. Judges rely heavily on IAIA to provide critical information and technical support for daily court docketing and proceedings.

IAIA staff monitor the daily court docket, assist the Juvenile Court with delinquency matters, set court proceedings in motion, and collaborate with Deputy District Attorneys, defense attorneys, State Court Clerk's Office, and Judicial Officers concerning matters of law and court processes including preparation of court reports and recommendations. IAIA staff represent the Juvenile Services Division during these court proceedings.

IAIA administers standardized, comprehensive delinquency risk assessments to identify youth who are at the highest risk to re-offend. Low and medium risk youth age 12 and older who commit low-level delinquent acts are assessed and held accountable via contracts called Formal Accountability Agreements (FAA), instead of being charged, adjudicated and placed on formal probation. FAA conditions may include community service, restitution, a letter of responsibility, school attendance and/or treatment services. IAIA youth who do not comply with agreements or who continue to demonstrate unsafe, illegal behavior can be taken to court and placed on formal probation.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of cases referred for adjudication	NEW	NEW	NEW	265
Outcome	Percent of youth who do not receive a new adjudication within one year of the start of informal supervision	NEW	NEW	78%	80%
Output	Total number of cases referred for informal handling	NEW	NEW	NEW	200

Performance Measures Descriptions

Measure 1 & 3: Changed to align with core functions of the division. Measure 2: Changed to revised recidivism measure to reflect the values of the division.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,179,983	\$0	\$1,248,180	\$0
Contractual Services	\$6,144	\$0	\$6,144	\$0
Materials & Supplies	\$4,340	\$0	\$4,427	\$0
Internal Services	\$14,847	\$0	\$10,871	\$0
Total GF/non-GF	\$1,205,314	\$0	\$1,269,622	\$0
Program Total:	\$1,205,314		\$1,269,622	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

County General Fund

Significant Program ChangesLast Year this program was: FY 2019: 50057-19 Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)

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

Executive Summary

Juvenile Field Probation (JFP) services are divided into three specialized units designed to address the unique needs of each youth population. The three units are Resource Intervention Services to Empower (RISE), Juvenile Sex Offender Probation Supervision Unit (JSOP) and Juvenile Female Probation Unit. All three units hold youth accountable through specialized supervision and sanctions, skill building, mentoring and positive age appropriate activities.

Program Summary

The RISE unit provides probation supervision to high risk males, gang involved youth, and youth on supervision for serious assault and weapon related charges. The JSOP unit supervises youth on supervision for sexual related charges. The Female Probation Unit focuses on providing effective gender specific case management and programming to medium and high risk adjudicated females and youth who have been identified as victims of Commercial Sexual Exploitation of Children (CSEC).

Juvenile Court Counselors (JCC) develop probation case plans establishing enforceable expectations and address victim restitution. In addition to holding youth accountable, JCC's coordinate treatment (e.g. mental health and drug abuse) and interventions designed to address anti-social behavior. Skill building, mentoring, educational advocacy and the incorporation of positive age appropriate activities are all used to counteract gang involvement, sexual offending and other harmful behaviors leading to further involvement in the criminal justice system. JFP focuses on the highest risk youth by utilizing Functional Family Probation Services (FFPS), an evidence-based case management model that has proven results in reducing recidivism and promoting accountability among justice involved youth. Probation's use of FFPS increases family participation in the youth's supervision and treatment, and youth have increased success on supervision when family members are actively participating. Interventions that take place in this program include intensive family based counseling, specialized youth treatment, culturally appropriate services, employment training opportunities, positive peer influences and community support systems.

JCCs are an integral member of the Community Healing Initiative (CHI), which uses an inter-disciplinary approach to develop and implement plans for positive youth development, family support and community protection. JCCs also collaborate with Police, Adult Parole-Probation Officers and the community to gather intelligence that helps with intervention when delinquent behavior is present.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth on probation served annually	477	450	475	475
Outcome	Percent of youth who did not receive a new criminal referral within 1 year post disposition	NEW	NEW	70%	70%

Performance Measures Descriptions

Measure 2 Changed: Refined Recidivism Definition and align with division values.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,068,500	\$1,306,164	\$1,467,732	\$1,051,834
Contractual Services	\$125,540	\$183,165	\$143,093	\$123,366
Materials & Supplies	\$9,146	\$1,560	\$9,206	\$0
Internal Services	\$61,638	\$194,490	\$63,117	\$163,328
Total GF/non-GF	\$1,264,824	\$1,685,379	\$1,683,148	\$1,338,528
Program Total:	\$2,950,203		\$3,021,676	
Program FTE	8.20	10.80	10.70	8.30

Program Revenues

Intergovernmental	\$0	\$1,685,379	\$0	\$1,338,528
Total Revenue	\$0	\$1,685,379	\$0	\$1,338,528

Explanation of Revenues

County General Fund plus 1) \$956,445 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. 2) \$258,717 - IGA with Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services. \$258,717 is allocated to the Female Gender Unit to provide diversion services for female youths with a Class A Misdemeanor or more serious act of delinquency. This is a 49% allocation for the 1st year 2019-2021 biennial budget. Funding must be allocated to evidence-based programs. 3) \$123,366 - Oregon Youth Authority (OYA) Flex Fund grant. Funding is to provide individualized services tailored to meet individual needs and case plans of youth offenders. FY 2020 is 49% allocation for 1st year of the 2019-2021 biennial budget.

Significant Program Changes

Last Year this program was: FY 2019: 50058-19 Juvenile Probation Services

This program offer reflects the reallocation of 1.50 FTE from the Title IV-E Federal program that is eliminated in FY 2020. This reallocation was made possible due to extra reductions taken within the Juvenile Services Division overall County budget. The following positions were reallocated from Federal to County General Funds; 1) 0.50 FTE Community Justice Program Manager in the RISE program; 2) 1.00 FTE Juvenile Counselor in the JSOP program.

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

Executive Summary

Gang violence is a serious problem within Multnomah County. In 2005, the Oregon Legislature established a funding stream to enhance important law enforcement activities in the eastern part of Multnomah County via the East Metro Gang Enforcement Team (EMGET).

Program Summary

In the late 1980s, Multnomah County saw an increase in gang recruitment, drug sales, violence and gang activity. Today, gang activity is not only increasing in Multnomah County, it is spreading. Gang activity has been increasing in East County.

EMGET includes a partnership between the Gresham Police Department and the Multnomah County Sheriff's Office. In order to reduce the impact of criminal street gangs on citizens, schools, businesses and neighborhoods of Gresham, Fairview, Troutdale, Wood Village and unincorporated areas of east Multnomah County, EMGET exercises five major strategies: 1) provides a high level of coordinated law enforcement; 2) locates and identifies individuals affiliated with criminal street gangs; 3) gathers and shares intelligence information related to criminal street gang activity; 4) investigates crimes associated with criminal street gangs; and 5) provides an increased level of police presence in known or suspected street gang affected areas.

EMGET conducts monthly, multi-agency, coordinated missions and holds quarterly meetings (open to the public) to release the latest numbers/data related to criminal street gang contacts, weapons seized, arrests of gang members and EMGET cases referred for prosecution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of outreach/contacts with suspected gang members/associates	417	500	450	450
Outcome	Number of gang-activity related criminal arrests	398	400	400	400

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$534,500	\$0	\$523,260
Total GF/non-GF	\$0	\$534,500	\$0	\$523,260
Program Total:	\$534,500		\$523,260	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Intergovernmental	\$0	\$534,500	\$0	\$523,260
Total Revenue	\$0	\$534,500	\$0	\$523,260

Explanation of Revenues

\$523,260 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. This is the 1st year of the 2019-2021 biennial budget as pass-through to the Gresham Police Dept.

Significant Program Changes

Last Year this program was: FY 2019: 50060-19 Juvenile East Multnomah Gang Enforcement Team (EMGET)

Program #50063 - Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

6/19/2019

Department: Community Justice

Program Contact: Craig Bachman

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Assessment and Evaluation (A&E) Program is a Behavioral Rehabilitation Services (BRS) short term residential program designed to provide temporary structure, stabilization and treatment readiness. The assessment and evaluation program serves youth who may otherwise be in detention awaiting a community placement. The goal of this program is to provide a safe place where youth and family can make longer term plans for the youth.

Program Summary

The BRS A&E program is a voluntary program for male and female youth, ages 13-17, who require a staff secured, out of home placement for assessment/evaluation, stabilization and transition planning. Youth may be enrolled for up to 90 days based on individual needs. Capacity for the program is 16 youth. Participants receive a comprehensive assessment administered by a licensed mental health professional using the evidence-based Global Appraisal of Individual Needs (GAIN) tool, as well as a service plan that is developed by the Primary Counselor, parent (guardian) and the youth.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth assessed	45	65	55	55
Outcome	Percent of youth exited with a completed discharge plan	67%	85%	82%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$266,398	\$1,600,207	\$447,146	\$1,531,185
Contractual Services	\$116,608	\$82,156	\$131,627	\$69,000
Materials & Supplies	\$8,537	\$0	\$9,740	\$0
Internal Services	\$235,883	\$198,384	\$252,310	\$190,108
Total GF/non-GF	\$627,426	\$1,880,747	\$840,823	\$1,790,293
Program Total:	\$2,508,173		\$2,631,116	
Program FTE	0.80	15.20	2.02	13.98

Program Revenues

Intergovernmental	\$0	\$1,177,101	\$0	\$1,180,799
Service Charges	\$0	\$703,646	\$0	\$609,494
Total Revenue	\$0	\$1,880,747	\$0	\$1,790,293

Explanation of Revenues

County General Fund plus 1) \$1,180,799 - IGA w/Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services. Funding includes 1a) \$284,529 Diversion Services: provide youth-specific treatment including but not limited to substance abuse, mental health and 1b) \$896,270 Basic Services to prevent the highest risk youth offenders from re-offending in the community. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. 2) \$289,069 - from Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth who are authorized to receive Behavior Rehabilitation Services (BRS). Funding based on an anticipated 6 beds being utilized daily with the projected daily rate of \$132/day. 3) \$202,670 - Anticipating renewal of IGA w/Oregon Dept. of Human Services to provide 4 A&E beds to youth authorized to receive Behavior Rehabilitation Services (BRS). 4) \$117,755 - IGA w/Clackamas County to provide A&E beds for youth requiring a staff-secured, out of home placement for assessment/evaluation, stabilization and transition planning. Anticipating 2 beds utilized rate.

Significant Program Changes

Last Year this program was: FY 2019: 50063-19 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

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

Executive Summary

Assessment and Treatment for Youth and Families (ATYF) is a unique public safety program serving medium and high risk probation youth with substance abuse, mental health and/or behavioral problems who cannot be effectively treated in community-based programs because of severe delinquency.

Program Summary

ATYF Mental Health Consultants (MHCs) administer an evidence-based clinical assessment, the Global Appraisal of Individual Needs (GAIN) which provides a comprehensive analysis of the youth's risks and needs as well as a level of care determination. ATYF Mental Health Consultants conduct clinical assessments to youth in Multnomah County's Assessment and Evaluation Program (A&E) and youth on probation providing clinical recommendations to help courts and probation staff with dispositional planning. This increases the likelihood that youth will receive appropriate treatment without compromising community safety.

ATYF MHCs provide outpatient individual and family treatment in strict adherence to an evidence-based model, Multidimensional Family Therapy (MDFT). MDFT addresses adolescent substance use and behavioral problems as the complex issues that they are. It is strength-based, solution-focused, and incorporates a team approach into the treatment of adolescents. Services are provided in the youth's home, the clinic office, school and other community settings and focus on improving attachments between youth and caregivers, changing anti-social behaviors and reducing drug and alcohol use.

Research shows that youth with untreated substance abuse issues are nearly ten times more likely to become chronic re-offenders. Delinquent youth who receive substance abuse treatment have fewer re-arrests, convictions and detention visits (Cuellar, Markowitz and Libby 2004). ATYF keeps at-risk youth from re-offending and penetrating deeper into the justice system by linking them to treatment services that change their delinquent thinking and behaviors.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth served annually	92	96	50	100
Outcome	Percent of youth who reduced usage or were not using A/D at the end of treatment	62%	70%	60%	65%
Outcome	Percent of youth who improved problem-solving, self-management, anger management and/or coping skills	65%	80%	60%	65%
Outcome	Percent of youth who made academic progress and/or improved attendance	65%	75%	65%	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$66,024	\$682,494	\$161,635	\$632,361
Contractual Services	\$21,315	\$59,195	\$11,500	\$53,000
Materials & Supplies	\$2,550	\$1,560	\$3,999	\$0
Internal Services	\$22,009	\$76,990	\$22,983	\$70,822
Total GF/non-GF	\$111,898	\$820,239	\$200,117	\$756,183
Program Total:	\$932,137		\$956,300	
Program FTE	0.40	5.60	0.97	5.03

Program Revenues

Intergovernmental	\$0	\$658,707	\$0	\$631,408
Service Charges	\$76,885	\$161,532	\$76,674	\$124,775
Total Revenue	\$76,885	\$820,239	\$76,674	\$756,183

Explanation of Revenues

County General Fund plus 1) \$207,442 from Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services program to provide ATYF services. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. 2) \$423,966 from Oregon Dept. of Education, Youth Development Division Prevention program. Funding is to provide assessment & treatment to youth who are at a high risk. Presume FY 2020 funding at same level as FY 2019. 3) \$124,775 - Medicaid insurance reimbursement for FQHC eligible services. FY 2020 projection is based on a total of 5 providers providing eligible billable services. 4) \$76,674 in FQHC wraparound payments that post to the general fund. Anticipating 70.85% average paid rate by using the prior years actual received.

Significant Program Changes

Last Year this program was: FY 2019: 50064-19 Juvenile Assessment & Treatment for Youth & Families (ATYF)

Department: Community Justice

Program Contact: Tracey Freeman

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Community Healing Initiative provides culturally specific services to medium and high risk African American and Latino youth and their families through the Community Healing Initiative (CHI). CHI is a family and community-centered collaboration designed to stop youth and gang violence in Multnomah County by addressing its root causes.

Program Summary

This collaborative paradigm between the Department of Community Justice (DCJ), and community-based providers is a joint system responsibility that entails shared financial resources and investments, shared system outcomes and shared risk. CHI applies supervision/suppression, intervention, and prevention strategies to youth and families who have recent involvement with high-risk activities and behaviors relevant to violence/gun violence. Within CHI, each family receives a comprehensive assessment and individualized family service plan. Services are tailored to meet a family's individual needs and integrated in a manner that reduces and prevents gang violence. The majority of youth served by CHI are on probation to the Juvenile Court.

A network of public safety and social service agencies, and community-based organizations known as the Youth, Family and Community Team build service capacity, promote integrated case management, increase connection to ethnic communities in the metropolitan area, and augment community safety. The team focuses on sustainability through fostering family and community ownership and empowerment. Team services are evidence-based, culturally specific and family oriented. The family service plans address criminogenic needs that most closely link with recidivism and youth violence. In addition, CHI youth receive culturally specific mentoring services from mentors with lived experience.

The goals of CHI are to prevent high-risk youth of color from committing new crimes and penetrating further into the justice system. Culturally competent, strength-based programs that are delivered in homes, schools and the community are shown to be most effective with disenfranchised youth. All the work conducted through CHI prevents unnecessary and expensive detainment in correctional facilities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of African-American and Latino youth referred through Juvenile service	92	100	100	100
Outcome	Percent of African American and Latino youth who did not receive a new criminal referrals after entering service	67%	60%	60%	60%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,449,168	\$169,787	\$1,515,143	\$169,787
Total GF/non-GF	\$1,449,168	\$169,787	\$1,515,143	\$169,787
Program Total:	\$1,618,955		\$1,684,930	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Intergovernmental	\$0	\$169,787	\$0	\$169,787
Total Revenue	\$0	\$169,787	\$0	\$169,787

Explanation of Revenues

County General Fund plus 1) \$159,787 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. 2) \$10,000 - from Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services to provide services for culturally specific youths. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget.

Significant Program Changes

Last Year this program was: FY 2019: 50065A-19 Juvenile Community Healing Initiative (CHI)

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

Executive Summary

In our community, there is a significant need to reduce racial and ethnic disparities in the juvenile justice system and to focus on and apply early intervention services. The Community Healing Initiative (CHI) Early Intervention and Diversion Program is a community based and family-focused effort designed to prevent and reduce delinquency, address root causes and augment community safety and connection. Culturally specific nonprofits provide services, supports and referrals calibrated to the level of risk and family needs for youth who have committed lower level offenses for the first time.

Program Summary

CHI is an emerging and innovative overarching best practice for preventing and reducing juvenile justice involvement and addressing racial and ethnic disparities. At the community level, CHI is essential to building capacity and safety in communities of color. All qualified youth are referred to community-based providers that offer care coordination, pro-social programming and referrals to needed services. Risk and needs are assessed through validated tools and the program uses assertive engagement to focus on those youth with the highest needs. Program coordinators are assigned to a caseload of youth to develop service plans tailored to meet the individual youth and family situation. School connection/re-connection assistance, counseling, youth development activities (e.g. sports, arts) and parent support/parenting classes are among the most critical areas of need. Previously, these youth would have received a warning letter from the Juvenile Services Division (JSD) after contact with law enforcement.

Also included in this program offer is funding for a part-time FTE to coordinate the implementation of Multnomah County's Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model Implementation Plan. This position provides leadership, planning, coordination and implementation of programs; serve as a liaison between County and community partners; and develop training materials, resources and policies related to youth and gang violence for various stakeholders. Lastly, also included is funding to provide gang prevention services to culturally specific organizations. Allocation of funding will be targeted to gang impacted youth and their families and fund services that are aligned with the Multnomah County Strategic Plan to address Gang violence based on the OJJDP Comprehensive Gang Model Implementation Plan.

Youth of color experience exclusionary school discipline, disconnection from school and a lack of educational attainment at disproportionate rates in Multnomah County. These factors, along with trauma have been cited as contributors to behavioral health challenges, delinquency and gang involvement in our community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of CHI Early Intervention youth referred	251	300	275	275
Outcome	Percent of CHI Early Intervention youth engaging in community-based support services	58%	70%	75%	65%
Output	Number of youth who receive gang prevention services	102	90	100	100
Outcome	Percent of youth enrolled in school at time of exit from Youth Gang Prevention Services	74%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$64,870	\$0	\$60,409	\$60,409
Contractual Services	\$710,589	\$0	\$517,018	\$0
Materials & Supplies	\$130	\$0	\$260	\$0
Internal Services	\$0	\$0	\$0	\$10,342
Total GF/non-GF	\$775,589	\$0	\$577,687	\$70,751
Program Total:	\$775,589		\$648,438	
Program FTE	0.50	0.00	0.50	0.50

Program Revenues

Intergovernmental	\$0	\$0	\$0	\$70,751
Total Revenue	\$0	\$0	\$0	\$70,751

Explanation of Revenues

County General Fund plus \$70,751 from City of Portland for 1.00 FTE Youth & Gang Violence Coordinator to monitor and provide ongoing evaluation of the strategic plan under the guidance of the LPSCC Youth and Gang Violence Steering Committee. Funding period 12/01/2018 - 06/30/2020.

Significant Program Changes

Last Year this program was: FY 2019: 50065B-19 CHI Early Intervention & Youth Gang Prevention Services

This program offer is increased by 0.50 FTE Program Specialist with funding received from the City of Portland.

This program offer reflects a reduction in the CHI Early Intervention & Youth Gang Services (CHI-EI) resulting in impacts to two providers. Referrals to the CHI-EI program has been significantly lower than projected and engagement rates have dropped which has resulted in fewer youth/families receiving services.

Department: Community Justice

Program Contact: Craig Bachman

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) Juvenile Services Division (JSD) Community Interface Services seeks to strengthen and improve our multi-disciplinary community connections through initiatives and collaborations with youth and family-serving systems and partners. The goal is to improve services to youths and families, restore victims, and reduce recidivism.

Program Summary

Community Interface Services consists of the following:

EDUCATION AND TREATMENT ACCESS COORDINATOR serves as a liaison between JSD and the mental health and substance use disorder treatment providers to improve school and treatment connectivity for youth involved in the juvenile justice system.

RESTORATIVE JUSTICE COORDINATOR identifies and implements strategies for increasing restorative responses and opportunities for youth in the juvenile justice system as well as those at risk of delinquency and law enforcement contact. JSD also contracts with a community non-profit provider to facilitate restorative dialogues.

HANDS OF WONDER PROGRAM COORDINATOR plans, administers and leads the Hands of Wonder Program that includes the garden program as well as other restorative justice and workforce development efforts.

INTERVENTION & RESOURCE CONNECTION SPECIALISTS law enforcement liaisons /Juvenile Court Counselors works with the police school resource officers (SROs) countywide helping to prevent delinquency, reduce truancy, make referrals to needed services and improve positive school outcomes. These positions work to intervene prior to formal system involvement and to reduce racial and ethnic disparities (RED).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth and family connections made in the community for diversion from juvenile system	583	550	550	550
Outcome	Percent of youth on probation actively engaged in school	90%	85%	85%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$696,838	\$55,517	\$690,746	\$0
Contractual Services	\$70,000	\$0	\$71,800	\$0
Materials & Supplies	\$11,083	\$0	\$7,411	\$0
Internal Services	\$18,252	\$9,132	\$19,462	\$0
Total GF/non-GF	\$796,173	\$64,649	\$789,419	\$0
Program Total:	\$860,822		\$789,419	
Program FTE	5.50	0.50	5.00	0.00

Program Revenues

Intergovernmental	\$0	\$64,649	\$0	\$0
Total Revenue	\$0	\$64,649	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes**Last Year this program was:** FY 2019: 50066-19 Juvenile Community Interface Services

This program offer cuts 1.00 FTE Juvenile Counselor assigned to the Student Success Center in FY 2020. This position was a partnership with Portland Public Schools. The position worked to keep youth in the school setting and reducing expulsion and suspension. Over the past several years, on average less than 20% of youth served had ever been involved in the Juvenile Justice System. Portland Public Schools funded 0.50 FTE of this position in FY 2019. Program revenues has been decreased based on this reduction.

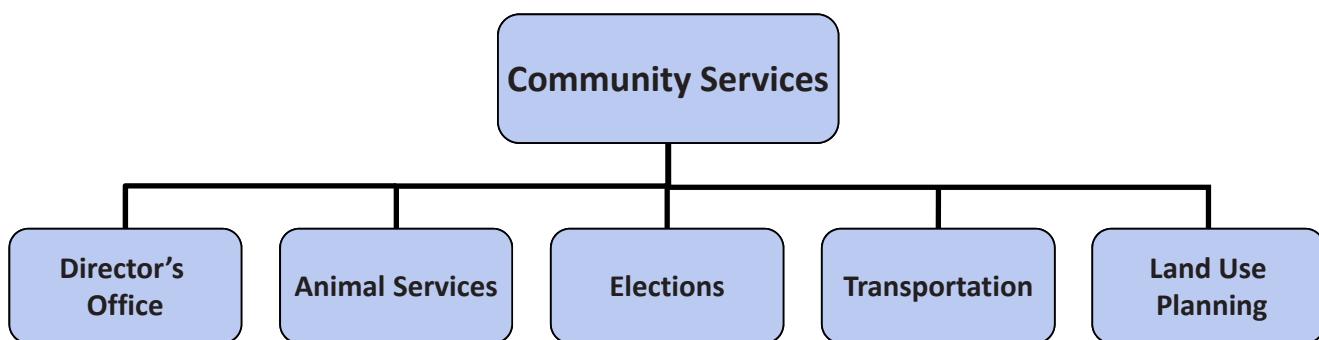
Department Overview

Multnomah County Department of Community Services (DCS) has developed a performance and accountability strategy that focuses on results. This system improves our ability to measure how we are doing, plan for the future and report on our performance across all of the services we deliver to the community. The foundation of our performance and accountability strategy is our department-wide Strategic Plan. The Plan adopts the motto, "Inclusive Community - Accessible Services" to reflect our commitment to incorporate the diverse needs of our community in all the services we provide. The FY 2020 Department Budgets all align with this Plan. The Department delivers a number of essential services throughout Multnomah County. The divisions include Animal Services, Elections, Land Use Planning, and Transportation. The common mission of these diverse divisions is articulated in the department's Mission, Vision and Values. These serve as the basis for developing goals, objectives and strategies included in the Strategic Plan:

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

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

Values: Responsibility -We are resourceful and explore ways to deliver safe, responsive, effective, and sustainable services; Integrity - We act with honesty, sincerity and high ethical standards; Transparency - We promote an open process and communicate the reasons for actions and decisions; Equity - We respect, value, and honor diversity as we build relationships with our colleagues and communities; and Leadership - We encourage innovation and promote professional growth.



Budget Overview

The FY 2020 Department of Community Services adopted budget is \$139.0 million. County General Fund comprises \$17.9 million (13%), Other Funds include the Road Fund \$69.2 million (50%), Sellwood Bridge Replacement Fund \$21.0 million (15%), Burnside Bridge Fund \$14.9 million (11%), Willamette River Bridge Fund \$11.6 million (8%), Land Corner Preservation Fund \$2.0 million (1%), Animal Control Fund , Fed/State Fund, Video Lottery Fund and Bicycle Path Construction Fund (2%).

Significant changes in Other Funds include the Road Fund which decreased by \$9.8 million primarily due to completion of capital projects. Willamette River Bridge Fund decreased by \$3.6 million also due to anticipated capital projects completion. Sellwood Bridge Replacement Fund increased by \$1.2 million as the construction claim settlement is still ongoing. Burnside Bridge Fund increased by \$8.9 million primarily due to repayment of the internal loan from the Risk Fund and for continuing the National Environmental Policy Act (NEPA) phase of the project. The budget assumes the County to issue 10 year Full Faith and credit bonds for \$16.0 million to complete the NEPA project phase. The debt service will be covered from vehicle registration fees.

The FY 2020 General Fund allocation includes \$82,962 in ongoing funding for one new program:

- DCS Equity and Organizational Culture Manger (91000B).

The FY 2020 budget includes \$632,962 in one-time-only funding. The one-time-only funding is allocated to three program offers. A list of programs funded as one-time-only can be found in the Budget Director's Message on page 33.

Budget Trends	FY 2018		FY 2019	FY 2019	FY 2020
	Actual	Estimate	Current	Adopted	Adopted
				Budget	Budget
Staffing FTE	213.00	217.50	215.00	216.00	1.00
Personnel Services	\$23,391,539	\$25,217,208	\$26,139,302	\$27,932,447	\$1,793,145
Contractual Services	44,141,669	55,797,844	54,467,750	61,205,825	\$6,738,075
Materials & Supplies	3,517,600	3,845,422	4,633,798	3,675,664	(\$958,134)
Internal Services	17,820,312	18,776,715	19,605,154	22,177,218	\$2,572,064
Debt Service	0	16,200	16,200	3,016,200	\$3,000,000
Capital Outlay	<u>13,161,311</u>	<u>7,631,968</u>	<u>34,281,621</u>	<u>21,052,407</u>	<u>(\$13,229,214)</u>
Total Costs	\$102,032,431	\$111,285,357	\$139,143,825	\$139,059,761	(\$84,064)

*Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

The Department of Community Services Divisions have successfully met several significant milestones during FY 2019 and face challenges in FY 2020:

Director's Office - Department's addition of a full-time Equity and Organizational Culture Manager will oversee the effort to meet the objectives outlined in the County's Workforce Equity Strategic Plan.

Animal Services – Multnomah County is working with an outside agency to develop the programming and service delivery recommendations for the future MCAS operations. This engagement is anticipated to last 6-12 months beginning in March 2019. Multnomah County will also be developing a RFP for Specialty Design Services for an Animal Care Facility. This consultant will assist in developing the design for a new MCAS facility. These activities will continue into and through FY 2020 with the expectation to have schematic plans for a new MCAS facility by June 2020. The challenge for the Division is the reduction of one staff to meet its Budget Constraint. Loss of the 1.00 FTE will impact program resource capacity to serve the residents of Multnomah County.

Elections – Access to election services is key to successful voter participation in elections. The Elections Division is experiencing an extraordinary period of growth. Through population growth and implementation of automatic voter registration, the County's active registered voter count has shot up by more than 100,000 voters since 2015 and is expected to continue to climb. The Presidential Election cycle which begins in March 2020 will initiate an anticipated and unprecedented interest and turnout for the 2020 Elections.

Land Use Planning – The program continues to implement the revised comprehensive plan through the development and implementation of land use code in close coordination with the Community. The Division has eliminated a position the Compliance section to meet its budget constraint for this fiscal year. This position reduction will impact the Compliance section's ability to respond to complaints from the Community.

Transportation - Planing efforts on the Earthquake Ready Burnside Bridge and an aggressive construction schedules continue with both road and bridge projects. The Earthquake Ready Burnside Feasibility Phase was completed resulting in four build alternatives that will be studied in-depth during the environmental review phase that will continue through FY 2020. Transportation's Capital Program Offer 91018B includes a one-time-only program offer to support project development of tier one American with Disability Act projects. This program offer addresses the the 1990 Civil Rights Act that prohibits discrimination in accessing employment, government services, public accommodations, and public transportation.

Diversity, Equity, and Inclusion

DCS has undertaken diversity, equity, inclusion and organizational culture initiatives to ensure that staff and customers from all backgrounds have equitable access and experience equitable outcomes from our programs and services, and DCS leadership continues efforts to diversify its workforce. For example, we provide training for our hiring managers and interview panels to address issues such as implicit bias, advertise jobs on a broad range of job boards and other resources to reach as broad an applicant pool as possible, review minimum qualifications to ensure they accurately represent the position, look for the best ways to reach and evaluate candidates, and review our workforce needs and look for opportunities to create entry level positions and/or apprentice programs.

The DCS Strategic Plan identifies objectives, actions and metrics to inform us whether or not we are making progress towards achieving our goals. In FY 2020 we are focusing on work to support the County's Strategic Workforce Equity Plan and new our new service excellence model, Think Yes for DCS. Further, the department ensures the inclusion of a broad spectrum of voices to help guide program planning and implementation through community involvement in our public meetings, Citizen Advisory Committees and the Planning Commission. We also foster inclusion, diversity and equity in our service delivery (such as Elections' Voter Center Express), Transportation contracting outreach efforts with OAME and Metro, customized staff trainings developed in partnership with County Talent and Development; and equity introduction training provided at onboarding for all temporary election workers. We also maintain our Department representation on the County Workforce Equity Council and encourage staff participation in the varied county employee resource groups.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$2,979,336	\$2,527,826	\$5,507,162	30.00
Animal Services	7,903,278	3,055,051	10,958,329	59.00
Elections	4,887,848	0	4,887,848	12.00
Land Use Planning	1,995,350	35,000	2,030,350	11.00
Transportation	<u>100,000</u>	<u>121,624,449</u>	<u>121,724,449</u>	<u>104.00</u>
Total Community Services	\$17,865,812	\$127,242,326	\$145,108,138	216.00

*Does include cash transfers, contingencies or unappropriated balances.

Director's Office

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

- The Director's Office leads, manages, and oversees both mandated and non-mandated Department services, including employee safety programs, state local budget law and federal, state, county and department regulations covering compensation, disciplinary action and work schedules. It represents the Chair and Board of Commissioners in its administration of the Department of Community Services (DCS) and provides leadership, management, and executive direction to department programs and services. DCS remains focused on providing cost efficient, quality services that offer good value to County residents while providing a safe work environment for staff and the public. Assuring accessibility, equity, transparency, and accountability is deeply embedded in all of the work we do to provide health, public safety, and social justice to our communities.
- Human Resources provides direct support to division managers and to current and prospective employees, including recruitment and selection services and performance management and consultative services regarding a range of management and employee/labor relations issues.
- Business Services manages the financial and administrative functions of the department's operating programs. This unit performs essential GIS and asset management and administrative support operations for DCS programs and provides common interpretations of county policy and procedure.

Significant Changes

With the General Fund reductions, DCS faces a reduction in the level of service provided to the residents of Multnomah County. At DCS, we pride ourselves on our ability to not only meet our statutory requirements, but to provide services and programs that the community expects to have access to. These programs and services are provided by maximizing the capacity of our lean staff and working collaboratively with community partners and other agencies. These budget reductions mean that we have to again take a critical look at our services and make some difficult decisions about where reductions are made.

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

Animal Services

Multnomah County Animal Services (MCAS) protects the health, safety, and welfare of pets and people in Multnomah County. MCAS is the only open-admission shelter in the County and provides services 365 days each year. The division is organized into three programs/work units:

- Animal Care provides humane shelter, veterinary care, behavioral evaluation, and enrichment for homeless animals that are served by MCAS. Services include health examinations, vaccinations, spay/neuter surgery, general surgical interventions, micro-chipping, behavioral assessment/evaluation, daily enrichment and socialization, community information and referral, adoption and counseling, and foster care placement/coordination.
- Client Services provides administrative services, including: customer care for shelter visitors, phone customers, and e-business transactions; lost/found services and owner reunification; countywide pet licensing and facility licensing programs; financial processing of all MCAS transactions; and all program communication activities including but not limited to media relations, social media, website, and weekly newsletters.
- Field Services Program (Animal Control) provides 24/7 hour public safety emergency response to calls concerning animals attacking and injuring people and animals; 24-hour emergency animal rescue for injured, sick and abused animals; investigation services for animal bite cases and animal abuse and neglect cases; enforces city, county and state laws; and provides community education and assistance in helping resolve neighborhood animal nuisances.

Significant Changes

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

1. The Animal Health Program obtained re-accreditation from the American Animal Hospital Association (AAHA). MCAS is one of only twenty shelters in the United States to hold this accreditation.
2. Working closely with local animal advocates and Commissioner Meieran's office, MCAS was instrumental in successfully amending the County Ordinance to ban the display of exotic animals in Multnomah County.
3. The Animal Care Team has increased daily enrichment activities for all animals in the shelter and have adjusted their work schedules to provide greater daily enrichment services.
4. In an effort to enhance transparency and provide greater information to the public, monthly statistical data regarding core program functions has been added to the MCAS website.
5. The majority of facility renovations have been completed, with the dog kennel renovation slated to be completed this upcoming fiscal year.

Elections

The Elections Division conducts transparent, accurate, accessible, and accountable elections in Multnomah County and maintain the public's confidence and trust in the elections process. The Elections Division conducts all local, city, county, state, and federal elections for the citizens of all political districts within Multnomah County. The elections include a wide range of races, from a water district commissioner to the president of the United States, including votes on ballot measures and elected offices from the local to federal levels.

Conducting elections involves registering voters, maintaining the statewide voter registration and election management database, maintaining address and district data, checking signatures on city and local candidate and initiative petitions, accepting candidate and measure filings, producing voters' pamphlets, issuing and mailing ballots, managing the main office, a voting center, and 27 other drop site locations, accepting and processing returned ballots, providing assistance to voters with disabilities and voters who speak languages other than English, counting ballots, and releasing results. During major elections, the division employs as many as 260 temporary workers. The division also provides voter education and outreach as a core service, working to identify and remove barriers to voter participation in undeserved communities through building relationships, community engagement, and targeted education and outreach opportunities.

Significant Changes

As the population and number of registered voters grows steadily in Multnomah County (100,000 new voters from 2015 to 2018), the Elections Division must be forward-thinking to provide statutorily mandated services to the residents of the county. The 2016 and 2018 general elections both set records for turnout with the highest and second highest number of ballots returned respectively. These elections were executed with the same number of full time staff as the previous several years. The Presidential Election cycle which begins with May Primary Election will initiate an anticipated and unprecedented interest and turnout for the 2020 Elections.

Land Use Planning

The Land Use Planning Division is responsible for Land Use Planning, Code Compliance, and implementing the Solid Waste Licensing program for unincorporated areas of Multnomah County.

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

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

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

Significant Changes

The Land Use Planning Division has taken over the responsibility of conducting erosion control inspections. This task was historically completed by an inspector within the Transportation Division who no longer has capacity to complete the inspections. The Compliance Section will be responsible for completing these inspections because they travel throughout .

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

State Law obligates the Division to review land use applications within a specific time frame. Development of new Federal, State and Regional laws often obligates the County to adopt or revise existing ordinances in a specific time frame. The Division eliminated a position within Compliance Section to meet the constrained budget requirements for this fiscal year because there are no legal obligations to perform. The reduction of the position will impact the Compliance Section's ability to respond to complaints from the Community.

Transportation

The Transportation Division comprises Bridges, Roads, the County Surveyor, Planning and Development, and Water Quality.

- Bridges and Roads operate the four movable downtown bridges and maintain, preserve, and improve the safety of the County's six Willamette River Bridges and approximately 275 miles of roads and 24 bridges outside the Cities of Portland and Gresham. These programs also perform planning, engineering, and construction management for capital projects, respond to emergencies, and perform preventative maintenance tasks such as maintaining traffic signs, road striping, signals, and storm drainage systems.
- The County Surveyor maintains survey records, reviews and files surveys and land division plats, and maintains and restores land markers used in public land surveys.
- Water Quality coordinates the county-wide responses to federal and state clean water regulations in an effort to preserve local water quality.
- Planning and Development develops strategies to improve all modes of transportation in the county. This program assesses the transportation impacts of development within the county, reviews applications for the use of county right-of-way permits, prepares the Capital Improvement Plan, and secures funding for capital projects.

Significant Changes

Road Fund revenue has increased as a result of HB2017. Even with the new revenue, funding does not keep up with system needs. Update of the County Capital Improvement Plan and Program was completed in FY 2019. This update provided an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates and resulted in a prioritized transportation capital projects list. Capital projects completed in FY 2019 include NE Sandy Blvd Multimodal Project, Newberry Slide Repair, Broadway Bridge Rall Wheel Replacement, and Historic Columbia River Highway Curb Extensions. Additionally, 11.7 miles of chipseal road resurfacing were completed. The Earthquake Ready Burnside Feasibility Phase was completed resulting in four build alternatives that will be studied in-depth during the environmental review phase that will continue through FY 2020.

The Division has an aggressive construction schedule planned for FY 2020. The East County project on NE Arata Road is planned to be completed. Work will continue on the Burnside Maintenance Project, Earthquake Ready Burnside Study, NW Cornelius Pass Road Project, NE 238th Avenue Project between NE Halsey Street and NE Glisan Street, and a culvert replacement on SE Cochran Road in the City of Troutdale. A one-time-only program offer for project development of tier one American with Disabilities Act projects is funded. This project addresses the 1990 Civil Rights Act that prohibits discrimination in accessing employment, public accommodations, and public transportation.

Community Services

fy2020 adopted budget

Department of Community Services

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Director's Office					
91000A	Director's Office	\$1,485,721	\$79,514	\$1,565,235	6.00
91000B	DCS Equity and Organizational Cultural Manager	165,924	0	\$165,924	1.00
91001	Human Resources	765,842	0	765,842	5.00
91002	Business Services	561,849	2,448,312	3,010,161	18.00
Animal Services					
91005A	Animal Services Client Services	1,745,039	1,713,000	3,458,039	16.00
91006A	Animal Services Field Services	1,821,190	12,000	1,833,190	13.00
91006B	Animal Services Field Services Animal Control Officer	88,325	0	88,325	1.00
91007	Animal Services Animal Care	4,248,724	1,330,051	5,578,775	29.00
Elections					
91010A	Elections	4,782,598	0	4,782,598	12.00
91010C	Elections Restoration - Sept 2019, Nov 2019 and Mar 2020 Elections	105,250	0	105,250	0.00
Land Use Planning					
91021A	Land Use Planning	1,995,350	35,000	2,030,350	11.00
Transportation					
91012A	County Surveyor's Office	0	3,456,206	3,456,206	11.00
91013	Road Services	100,000	14,861,539	14,961,539	57.00
91014	Levee Ready Columbia	0	50,000	50,000	0.00
91015	Bridge Services	0	8,873,047	8,873,047	36.00
91018A	Transportation Capital	0	50,854,689	50,854,689	0.00
91018B	ADA Tier One Project Development	0	500,000	500,000	0.00
91024	City Supplemental Payments	0	<u>43,028,968</u>	<u>43,028,968</u>	<u>0.00</u>
	Total Community Services	\$17,865,812	\$127,242,326	\$145,108,138	216.00

Department: Community Services

Program Contact: Kim Peoples

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs: 91000B

Program Characteristics:
Executive Summary

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

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of development trainings attended by department leadership and Key Leaders	6	6	6	6
Outcome	Percent of employees receiving an annual evaluation	60%	100%	94%	100%

Performance Measures Descriptions

Development trainings address supervisory, management and leadership competencies and include the Executive Learning Series (4) and Department Key Leader trainings (2). Percent of employees receiving an annual evaluation reflects the desired outcome that all employees receive performance feedback from their supervisor every year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$954,553	\$68,501	\$979,949	\$74,640
Contractual Services	\$55,000	\$0	\$160,000	\$0
Materials & Supplies	\$40,000	\$0	\$43,412	\$0
Internal Services	\$291,898	\$6,549	\$302,360	\$4,874
Total GF/non-GF	\$1,341,451	\$75,050	\$1,485,721	\$79,514
Program Total:	\$1,416,501		\$1,565,235	
Program FTE	5.00	1.00	5.00	1.00

Program Revenues

Intergovernmental	\$0	\$75,050	\$0	\$79,514
Other / Miscellaneous	\$1,385,502	\$0	\$1,377,925	\$0
Total Revenue	\$1,385,502	\$75,050	\$1,377,925	\$79,514

Explanation of Revenues

The Director's Office is supported by department indirect (Cost Allocation Plan), County General Fund and Transportation Fund.

Significant Program Changes

Last Year this program was: FY 2019: 91000-19 Director's Office

Increase in professional services to support department activities around County's Workforce Equity Plan and develop a new five year strategic plan and ongoing general staff/leadership development.

Department: Community Services

Program Contact: Kim Peoples

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs: 91000A

Program Characteristics:
Executive Summary

In order to meet the objectives outlined in the county's Workforce Equity Strategic Plan and the Department of Community Services's internal strategic plan, the Department needs a dedicated management position with subject matter expertise to develop and implement a department-wide approach to diversity, equity, inclusion and organizational culture initiatives.

Program Summary

DCS has undertaken diversity, equity, inclusion and organizational culture initiatives to ensure that staff and customers from all backgrounds have equitable access to and experience equitable outcomes from our programs and services. Because we do not currently have a position dedicated to equity, inclusion and culture, we do not have a subject matter expert to lead this department-wide effort, ensuring that this work stays at the forefront of our activities and gets integrated into our daily work practices.

DCS is proposing the addition of a full-time Equity and Organizational Culture Manager to oversee the department's efforts to meet the objectives outlined in the county's Workforce Equity Strategic Plan and to ensure that the department continues to create a culture of belonging and empowerment for customers and staff from all backgrounds.

The Equity and Organizational Culture Manager's duties will include, but will not be limited to: strategic planning and measurement to ensure organizational progress on issues regarding diversity, equity, and inclusion, including the performance measures outlined in the Workforce Equity Strategic Plan; creating awareness and understanding around diversity, equity, and organizational culture issues and initiatives among staff at all levels; supporting managers' efforts to create cultures of belonging and inclusion within their programs and divisions; supporting the implementation of the core PPR competencies for managers and staff; identifying and tracking training opportunities for staff at all levels; working with divisions to address barriers to access or inclusion for community members impacted by their programs; and relationship-development with key stakeholders within and outside of the County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of diversity, equity, and inclusion exercises included in bi-monthly senior management meetings	N/A	N/A	N/A	15
Outcome	Percent of WESP performance measures due by the end of FY 2020 completed on time	N/A	N/A	N/A	100%
Output	Number of department-wide communications regarding diversity, equity, and inclusion	N/A	N/A	N/A	12

Performance Measures Descriptions

Number of exercises included in senior management meetings and number of department-wide communications capture our efforts to raise awareness and understanding around diversity, equity and inclusion among DCS staff. Percent of WESP performance measures completed on time represents our work to meet the objectives outlined in the Workforce Equity Strategic Plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$155,924	\$0
Contractual Services	\$0	\$0	\$7,500	\$0
Materials & Supplies	\$0	\$0	\$2,500	\$0
Total GF/non-GF	\$0	\$0	\$165,924	\$0
Program Total:	\$0		\$165,924	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

This program is supported by County General Funds with \$82,962 one time only. In FY 2022 will start to be partially supported through Department indirect revenue.

Significant Program Changes**Last Year this program was:**

New program offer for FY 2020

Department: Community Services
Program Offer Type: Support
Related Programs: 91000 , 91002
Program Characteristics:

Program Contact: Cynthia Trosino
Program Offer Stage: As Adopted

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average days to fill recruitments	34	35	34	30
Outcome	Percent of new employees provided a 30-day new hire survey	100%	100%	100%	100%

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$725,384	\$0	\$763,342	\$0
Materials & Supplies	\$0	\$0	\$2,500	\$0
Total GF/non-GF	\$725,384	\$0	\$765,842	\$0
Program Total:	\$725,384		\$765,842	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2019: 91001-19 Human Resources

No significant changes in this program offer.

Program #91002 - Business Services

6/19/2019

Department: Community Services
Program Offer Type: Support
Related Programs: 91000, 91001

Program Contact: Tom Hansell
Program Offer Stage: As Adopted

Program Characteristics:
Executive Summary

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

Program Summary

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

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

Business Services also manages two county special districts: Dunthorpe-Riverdale Sanitary Sewer District and the Mid-County Street Lighting Service District.

Business Services provides responsible leadership and sound budgetary and financial management and delivers results that are consistent with Department and County priorities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total dollars spent by DCS	\$102M	\$128M	\$115M	\$140M
Outcome	Percentage of invoices paid on time	80%	90%	90%	95%

Performance Measures Descriptions

Total dollars spent by DCS provides a general measurement of the activity level of Business Services. Fluctuations in dollar values from year to year are primarily a function of Transportation capital projects. Invoices paid on time is the percentage of invoices paid within 30 days of the invoice date, which measures the effectiveness of the accounts payable process to issue timely payment to our vendors. Our goal is to increase the percentage of vendors paid on time using the new Workday financial system.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$511,488	\$1,673,421	\$543,966	\$1,908,743
Contractual Services	\$5,000	\$40,000	\$5,000	\$31,000
Materials & Supplies	\$3,980	\$34,460	\$4,980	\$42,180
Internal Services	\$0	\$472,573	\$7,903	\$466,389
Total GF/non-GF	\$520,468	\$2,220,454	\$561,849	\$2,448,312
Program Total:	\$2,740,922		\$3,010,161	
Program FTE	3.00	14.00	3.00	15.00

Program Revenues				
Intergovernmental	\$0	\$1,664,368	\$0	\$1,820,563
Other / Miscellaneous	\$0	\$199,100	\$0	\$224,620
Beginning Working Capital	\$0	\$276,986	\$0	\$298,079
Service Charges	\$0	\$80,000	\$0	\$105,050
Total Revenue	\$0	\$2,220,454	\$0	\$2,448,312

Explanation of Revenues

Funding for the Business Services program comes from the dedicated Transportation Funds (gas tax), Public Land Corner Preservation Fund, County General Fund and the two County Service Districts. Business Service personnel costs are assigned to the fund where they provide the greatest level of support.

Significant Program Changes

Last Year this program was: FY 2019: 91002-19 Business Services

Increase of 1.00 FTE addresses new demands required to support Workday and respond to the Transportation Division's operational needs.

Department:	Community Services	Program Contact:	Jackie Rose
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:	91006, 91007		
Program Characteristics:			

Executive Summary

The Animal Services Client Services program provides customer service for shelter visitors and phone customers. Key service areas include staffing the Division's call center, reception and customer service at the facility, management of the county-wide pet licensing program, intake service for animals entering the shelter and management of lost/found services.

Program Summary

The Animal Services Client Support program delivers the following services:

- Phone Services provides information, assistance and referral for 50,000 annual phone customers. Regular business phone lines are staffed seven days a week, providing approximately 50 hours of service each week.
- Visitor Services assists walk-in customers who visit the shelter, processes all transactions for animal intake, conducts animal adoptions, manages lost and found reports, responds to calls for field services, helps owners reclaim animals and provides general information and referral.
- Pet Licensing processes all pet licensing and animal facility licensing, including license sales and renewals through the mail, license sales by business partners in the community and e-business sales; conducts database entry; and manages billing and collection services.
- Agency Communications manages press releases, website content, social media postings and weekly newsletters.
- Grant Writing and Management seeks funding from external sources.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Pet licenses processed	51,768	50,000	50,000	50,000
Outcome	Private donations (dollars)	\$151,295	\$122,500	\$150,000	\$150,000

Performance Measures Descriptions

Pet licenses processed includes only licenses that have been issued - it does not account for licenses that are not in compliance and are still being managed by the staff. Fluctuations in donations are the result of occasional bequests assigned to Animal Services.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which includes: dogs running at large prohibited, potentially dangerous and dangerous dogs regulations, dogs as public nuisance prohibited, impoundment and shelter requirements for violations, dog license requirements, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,571,216	\$0	\$1,581,695	\$0
Contractual Services	\$52,000	\$16,000	\$46,000	\$16,000
Materials & Supplies	\$50,900	\$0	\$20,500	\$0
Internal Services	\$115,484	\$0	\$96,844	\$0
Cash Transfers	\$0	\$1,699,000	\$0	\$1,697,000
Total GF/non-GF	\$1,789,600	\$1,715,000	\$1,745,039	\$1,713,000
Program Total:	\$3,504,600		\$3,458,039	
Program FTE	17.00	0.00	16.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,680,000	\$0	\$1,680,000
Other / Miscellaneous	\$19,200	\$35,000	\$0	\$28,000
Financing Sources	\$1,708,000	\$0	\$1,697,000	\$0
Service Charges	\$0	\$0	\$0	\$5,000
Total Revenue	\$1,727,200	\$1,715,000	\$1,697,000	\$1,713,000

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the sources described above plus fees collected for notices of infractions.

Specifically, MCAS currently processes approximately 50,000 pet licences per year which generates approximately \$1,680,000 in revenue and \$28,000 in fines related to license non-compliance.

Significant Program Changes

Last Year this program was: FY 2019: 91005-19 Animal Services Client Services

As a result of the budget constraint, Client Services will be reduced by 1.00 FTE Office Assistant Senior (License Compliance) position in FY20. It is estimated that MCAS currently has a 32% pet owner compliance rate for dog licensing and a 16% compliance rate for cat licensing. While these rates are higher than the national average (22% for dogs and less than 10% for cats), there is room for improvement. Indeed, the 2015 audit of MCAS recommended that the Division work to increase licensing compliance and implement processes that would enable greater efficiency. MCAS has implemented a new software system, resulting in significant process improvements and efficiencies and enabling MCAS to explore ways to increase its licence compliance rate. A 1.00 FTE reduction within this work unit will have a significant impact on MCAS's ability to increase license compliance activities, limiting our ability to facilitate increased ordinance compliance and revenue.

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs: 91005, 91007
Program Characteristics:

Program Contact: Jackie Rose
Program Offer Stage: As Adopted

Executive Summary

The Animal Services Field Services program provides 24-hour public safety emergency response to calls concerning animals attacking and injuring people and animals; 24-hour emergency animal rescue for injured, sick and abused animals; investigation services for animal bite cases and animal abuse and neglect cases; enforcement of city, county and state laws; and community education and assistance in helping resolve neighborhood animal nuisances. Service is provided to the community seven days a week. This program serves all cities and unincorporated areas in Multnomah County.

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of calls responded to by officers	7,681	8,000	8,000	6,400
Outcome	Citations issued in response to calls	422	280	375	300

Performance Measures Descriptions

Number of calls responded to by officers reflects complaints received by dispatch that ACO-2 positions are able to respond to. FY18 and FY19 numbers are based on 8.00 FTE and the FY20 number is based on 7.00 FTE. This measure includes finalized calls and calls that are still being worked by officers. Citations issued in response to calls reflects enforcement citations issued by ACO-2 positions in the field. It does not include citations for pet license noncompliance.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which includes: dogs running at large prohibited, potentially dangerous and dangerous dogs regulations, dogs as public nuisance prohibited, impoundment and shelter requirements for violations, dog license requirements, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund. Multnomah County Code Chapter 13 provides local regulations for animal ownership.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,303,287	\$0	\$1,308,331	\$0
Contractual Services	\$165,000	\$0	\$137,500	\$700
Materials & Supplies	\$39,700	\$0	\$38,000	\$0
Internal Services	\$271,933	\$0	\$337,359	\$0
Cash Transfers	\$0	\$9,500	\$0	\$11,300
Total GF/non-GF	\$1,779,920	\$9,500	\$1,821,190	\$12,000
Program Total:	\$1,789,420		\$1,833,190	
Program FTE	14.00	0.00	13.00	0.00

Program Revenues

Fees, Permits & Charges	\$0	\$4,500	\$0	\$4,500
Other / Miscellaneous	\$0	\$5,000	\$0	\$7,500
Financing Sources	\$9,500	\$0	\$11,300	\$0
Total Revenue	\$9,500	\$9,500	\$11,300	\$12,000

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2019: 91006-19 Animal Services Field Services

The current staffing pattern for Field Services consists of 8.00 FTE Animal Care Officer-2 (ACO-2) positions covering five districts, seven days per week. In order to provide the greatest amount of coverage each day, these positions are scheduled for 10-hour shifts for 4 days per week, with contracted services providing emergency-only coverage during the evening/night time hours. There are only four (4) ACO-2 positions working any given day to cover the entire county. As a result of the budget constraint, Field Services will be reduced by 1.00 FTE ACO-2 position in FY20. It is estimated that this reduction will have a 15%-20% impact on operational performance and response public safety functions. The proposed budget constraint will increase response times to dispatched calls and reduce capacity for investigations. We anticipate that these changes will have the greatest impact on vulnerable low-income and homeless populations.

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs: 91005, 91006, 91007
Program Characteristics:

Program Contact: Jackie Rose
Program Offer Stage: As Adopted

Executive Summary

As a result of budget constraints for FY20, the Field Services program was reduced by 1.00 FTE Animal Control Officer (ACO-2) position. This program offer is submitted as a request to restore this position as originally funded. The Field Services program delivers comprehensive animal control services with the primary function of providing public safety to all cities and unincorporated areas in Multnomah County regarding animal related issues. Service is provided to the community seven days a week.

Program Summary

The Field Services program delivers comprehensive, 24-hour animal control services with the primary function of providing public safety to all cities and unincorporated areas in Multnomah County. Services include, but are not limited to, responding to dangerous dog attacks, investigating reports of animal bites, quarantining animals due to suspected rabies exposure, picking up stray animals and assisting law enforcement agencies as first responders for animal related situations (house fires, arrests, vehicle accidents, etc.). Additionally, this program is responsible for ensuring the welfare of the animals in our county by responding to and investigating all cases involving suspected animal abuse/neglect/abandonment, investigating reports of dog fighting activities and ensuring that humane standards of care are provided to all animals in licensed animal facilities (boarding facilities, breeding kennels, retail stores, rescue entities, etc.). The ACO-2 position is charged with carrying out these duties.

This program offer is submitted as a request to restore the eliminated ACO-2 position to the Field Services program. The current staffing pattern for the program consists of 8.00 FTE ACO-2 positions covering five districts, seven days per week. In order to provide the greatest amount of coverage each day, these positions are scheduled for 10-hour shifts for 4 work days per week, with contracted services providing emergency-only coverage during the evening/night time hours. There are only four (4) ACO-2 positions working any given day to cover the entire county. As such, a reduction of 1.00 FTE for this work unit is a 12.5% reduction in the workforce but equates to a 25% reduction in service capacity. This reduction will limit resources to meet the needs of the community. Specific impacts may include the following: 1) Response times may be longer than desired due to limited number of officers available to respond, resulting in delayed response to public safety issues such as loose aggressive dogs, animals in distress, dog bite investigations, animals in traffic, cruelty investigations and welfare checks; 2) Officers' ability to respond to and assist law enforcement agencies in a timely manner may be reduced; 3) Officers' workloads may increase, especially during the peak season, resulting in greater use of overtime; and 4) The program will have greater difficulty meeting daily demands when officers are on vacation/sick, leaving the team even more shorthanded in the field.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Calls Responded to by Officer	1,536	1,600	1,600	1,600
Outcome	Citations Issued in Response to Calls by Office	84	56	75	75

Performance Measures Descriptions

Number of Calls Responded to by Officers reflects complaints received by dispatch that one (1) ACO2 position is able to respond. This includes finalized calls and calls that are still being worked by an Officer. Citations Issued in Response to Calls reflects enforcement citations issued by ACO2 position in the field. It does not include citations for pet license noncompliance.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which includes: dogs running at large prohibited, potentially dangerous and dangerous dogs regulations, dogs as public nuisance prohibited, impoundment and shelter requirements for violations, dog license requirements, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund. Multnomah County Code Chapter 13 provides local regulations for animal ownership.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$88,325	\$0
Total GF/non-GF	\$0	\$0	\$88,325	\$0
Program Total:	\$0		\$88,325	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2019: 91006-19 Animal Services Field Services

Department:	Community Services	Program Contact:	Jackie Rose
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:	91005, 91006		
Program Characteristics:			

Executive Summary

The Animal Care program provides humane shelter and veterinary care 365 days a year for lost, homeless, stray, injured, sick, abandoned, abused and neglected animals found in Multnomah County. The program reunites animals with their owners, adopts animals into new homes, provides animal behavior assessment services and provides comprehensive shelter medicine in our American Animal Hospital Association accredited veterinary hospital. The primary goal for Animal Care is saving animal lives.

Program Summary

The Animal Care program delivers the following services:

- Provides a clean, comfortable, safe and healthy environment to house and care for all animals that enter the shelter
- Reunites animals with their owners
- Provides lost/found pet services
- Provides pet adoption services
- Provides shelter medicine and veterinary hospital services, which include veterinary health care and treatment for all shelter animals, spay/neuter surgeries for adopted animals and subsidized veterinary services for low income pet owners
- Provides animal behavioral assessment and training services to determine adoption suitability or transfer to partner organizations
- Works directly with over 225 foster families who provide care and support to shelter animals in need of temporary respite care for behavioral or medical reasons

This program also works with over 50 professional animal welfare agencies to facilitate transfer of adoptable animals to their services as needed. Additionally, trained volunteers and foster pet parents assist in providing specialized animal care and help match potential adopters with the right pet. The keys to our success in saving animal lives are: providing humane care of all animals in the shelter; a strong, accessible pet adoption program; maintaining effective relationships with partner organizations; a commitment to progressive animal behavior services; and the provision of high standards of veterinary services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Animal intake at the shelter (number of animals)	5,590	5,600	5,600	5,600
Outcome	Live Release Rate - dogs (calendar year)	96%	92%	96%	94%
Outcome	Live Release Rate - cats (calendar year)	91%	90%	92%	92%

Performance Measures Descriptions

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

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which includes: dogs running at large prohibited, potentially dangerous and dangerous dogs regulations, dogs as public nuisance prohibited, impoundment and shelter requirements for violations, dog license requirements, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,602,558	\$131,325	\$2,776,146	\$132,500
Contractual Services	\$18,500	\$464,623	\$144,000	\$484,275
Materials & Supplies	\$291,368	\$42,200	\$234,755	\$183,405
Internal Services	\$1,117,011	\$0	\$1,093,823	\$0
Cash Transfers	\$0	\$294,000	\$0	\$299,000
Unappropriated & Contingency	\$0	\$233,769	\$0	\$230,871
Total GF/non-GF	\$4,029,437	\$1,165,917	\$4,248,724	\$1,330,051
Program Total:	\$5,195,354		\$5,578,775	
Program FTE	29.00	0.00	29.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$310,500	\$0	\$312,000
Other / Miscellaneous	\$0	\$122,500	\$0	\$114,500
Financing Sources	\$285,000	\$250,000	\$299,000	\$0
Beginning Working Capital	\$0	\$474,417	\$0	\$891,551
Service Charges	\$0	\$8,500	\$0	\$12,000
Total Revenue	\$285,000	\$1,165,917	\$299,000	\$1,330,051

Explanation of Revenues

The Animal Care program continues to leverage donation funds to support efforts to increase the Live Release rate.

Revenues budgeted in this Program Offer are a combination of General Fund, private donations and grants budgeted in the Animal Control Fund (1508). Beginning Working Capital represents donation funds carried over from the previous fiscal year.

Significant Program Changes

Last Year this program was: FY 2019: 91007A-19 Animal Services Animal Care

The program is in the process of a Facility Master Plan to explore the replacement or renovation of the existing shelter this year. Funding to support the Master Plan are supported through the Animal Control Capital Donation Fund (Shelter of Dreams Account/Dedicated Revenue). \$250,000 from the sale proceeds of County land in Troutdale will be transferred to support initial planning for the future capital needs of the Animal Shelter.

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs: 91010B
Program Characteristics:

Program Contact: Tim Scott
Program Offer Stage: As Adopted

Executive Summary

The Elections Division conducts all local, city, county, state and federal elections for the citizens of and all political districts within Multnomah County. Under Oregon law, regular election dates are in March, May, September and November. Under state and local law, special elections and recall elections can also be called at any time of the year.

Program Summary

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

Conducting elections involves many processes including registering voters; maintaining the statewide voter registration and election management database; maintaining address and district data; checking signatures on city and local candidate and initiative petitions; accepting candidate and measure filings; producing voters' pamphlets; issuing and mailing ballots; managing the main office, a satellite voting center and 27 other drop site locations; accepting and processing returned ballots; providing assistance to voters with disabilities and voters who speak languages other than English; counting ballots; and releasing results. During major elections, the Elections Division brings on as many as 260 temporary workers to assist its 12 full time staff.

The Elections Division also conducts the Voter Education and Outreach program as part of its core services. The program works to identify and remove barriers to voter participation in underserved communities through building relationships, community engagement and targeted education and outreach opportunities. The Voter Education and Outreach program is informed by direct outreach to underserved communities, organizational and community partnerships and results from a voter survey, focus groups and mapping voter behavior with demographic data.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of voters using ballot tracking	7%	8%	10%	11%
Outcome	Percent of customers who are satisfied with counter service	100%	97%	98%	97%
Efficiency	Personnel cost per 1,000 ballots cast	\$1,023	\$960	\$840	\$1,000

Performance Measures Descriptions

Percent of voters using ballot tracking is percent of voters using BallotTrax to track and receive messages about ballot status. Percent of customers satisfied with counter service is percent of customers indicating that service met or exceeded expectations. FY Actual for the personnel cost per 1,000 ballots cast measure is for the gubernatorial primary, FY19 Purchased and FY19 Estimate are for the gubernatorial general election and FY20 Offer is for the presidential primary.

Legal / Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, Elections, describes the process for county initiative/referendum petitions and how to fill vacancies in county elective offices. Multnomah County Administrative Rules, Multnomah County Language and Effective Communication Policy, Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections by county. Rules deal with issues such as county voters' pamphlets and voting by mail. Oregon Revised Statutes, Chapters 246 through 260, provide the legal authority for all aspects of conducting elections in Oregon. Federal mandates (Title VI of the Civil Rights Act, The Voting Rights Act, The National Voter Registration Act, The Help America Vote Act and the Military and Overseas Empowerment Act) establish election administration standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,843,942	\$0	\$1,868,950	\$0
Contractual Services	\$454,715	\$0	\$1,126,387	\$0
Materials & Supplies	\$1,441,202	\$0	\$707,172	\$0
Internal Services	\$1,037,549	\$0	\$1,080,089	\$0
Total GF/non-GF	\$4,777,408	\$0	\$4,782,598	\$0
Program Total:	\$4,777,408		\$4,782,598	
Program FTE	12.00	0.00	12.00	0.00

Program Revenues				
Intergovernmental	\$75,000	\$0	\$75,000	\$0
Other / Miscellaneous	\$20,000	\$0	\$0	\$0
Service Charges	\$1,239,178	\$0	\$1,199,121	\$0
Total Revenue	\$1,334,178	\$0	\$1,274,121	\$0

Explanation of Revenues

Some revenue is generated through reimbursements from districts for their apportioned share of the cost of an election. Election expenses are always reimbursed by special districts. Special elections called by the state or cities are reimbursed by the state or the city calling the election. By state law, cities and the state cannot be charged for the cost of the election in the primary or general election. The county must pay for those district's apportioned cost in these elections. In addition to election reimbursement, the budget has revenue of \$6,650 for reimbursement of costs related to petitions processing. Two smaller special elections are included in the FY 2020 budget at \$344,444 each. The November Special Election is also in the budget at \$477,706. Budget amounts for these special elections are calculated at 100% reimbursement. Reimbursement for the Presidential primary election in May 2020 is budgeted at 3%, or \$25,877. Revenue also includes \$75,000 in projected revenue from the state for costs associated with Oregon Motor Voter. This funds one FTE whose primary job function is to process new voter registrations, many of which originate from the DMV.

Significant Program Changes

Last Year this program was: FY 2019: 91010A-19 Elections

No significant changes in this program offer.

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs: 91010A
Program Characteristics:

Program Contact: Tim Scott
Program Offer Stage: As Adopted

Executive Summary

In anticipation of unprecedented interest in and turnout for the 2020 presidential election cycle, this program offer will provide temporary staffing and overtime funds to develop administrative support for running an efficient and timely election. These funds will also provide Elections with the flexibility to build capacity among existing staff and temporary on-call staff to prepare for the presidential election cycle and beyond.

Program Summary

The presidential primary and general election are our largest elections of the 4-year cycle. Voter registration, customer service demand and ballot turnout increase with high turnout elections. Currently, the Elections Division runs all elections with 12 FTE and obtains additional capacity with temporary staff. This program offer restores program capacity and reduces strain placed on full time staff to efficiently run elections to meet ballot counting timelines. Restoration of funds would also provide the Elections Division with the flexibility to maintain capacity among existing staff and temporary on-call staff to prepare for the 2020 presidential election cycle. Maximizing capacity and efficiency is necessary to meet the demands associated with Multnomah County's increasing population, the increasing number of registered voters and the high turnout rates seen in recent elections.

Additional temporary staff will:

- Provide Think Yes customer service at our main office, phone bank and Voting Center Express.
- Support voter education and outreach services.
- Assist voters with disabilities.
- Issue replacement and provisional ballots.
- Assist with critical functions like our high speed sorters, ballot tally room and opening boards.
- Assist in election processes from ballot printing and mailing to ballot scanning and adjudication.
- Improve the voter experience and reduce wait time for services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of election planning meetings attended by temporary staff	N/A	N/A	N/A	8
Outcome	Average number of days the Voting Center Express is open to the public	N/A	N/A	13	15.5

Performance Measures Descriptions

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

Legal / Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, Elections, describes the process for county initiative/referendum petitions and how to fill vacancies in county elective offices. Multnomah County Administrative Rules, Multnomah County Language and Effective Communication Policy, Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections by county. Rules deal with issues such as county voters' pamphlets and voting by mail. Oregon Revised Statutes, Chapters 246 through 260, provide the legal authority for all aspects of conducting elections in Oregon. Federal mandates (Title VI of the Civil Rights Act, The Voting Rights Act, The National Voter Registration Act, The Help America Vote Act and the Military and Overseas Empowerment Act) establish election administration standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$45,226	\$0
Contractual Services	\$0	\$0	\$60,024	\$0
Total GF/non-GF	\$0	\$0	\$105,250	\$0
Program Total:	\$0			\$105,250
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

There are no revenues associated with this program.

Significant Program Changes

Last Year this program was:

This program offer will restore reductions made in the Elections main program offer, 91010A. The number of registered voters in Multnomah County is growing significantly, with more than 100,000 new voters added since 2015. At the same time, turnout is setting records in high-interest elections like the November 2016 and 2018 elections. Turnout in the upcoming 2020 presidential primary and general elections is likely to be high. Well trained on-call election workers are critical to support the increasing needs of voters in these large elections. This program offer will restore capacity for key election services, such as funding on-call staff to support additional days of service at the Voting Center Express, which will address the increasing demand for this popular vote center.

Program #91012A - County Surveyor's Office

6/19/2019

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs: 91013, 91015, 91018
Program Characteristics:

Program Contact: Jim Clayton
Program Offer Stage: As Adopted

Executive Summary

The County Surveyor's Office provides maintenance and restoration of public land survey corners, reviews and files surveys and land division plats, provides survey records to the public, and provides survey support to other County programs and local agencies.

Program Summary

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

Mandated functions (required by state statute) include:

- Maintenance and restoration of public land survey corner monuments under the Public Land Survey System. The maintenance and restoration of these corners are critical in ensuring the integrity of property boundaries within the county because all property descriptions within the state are either directly or indirectly tied to public land survey corners.
- Review, filing and indexing of survey records. All surveys that set permanent monuments (property corners, etc.) within Multnomah County are required to be filed with our office. State statutes require that we review these surveys and file and index them in the County Survey Records.
- Review and approval of land division plats (subdivisions, partitions, and condominiums). Comprehensive reviews of all land division plats within the entire county are performed by our office to ensure accuracy and compliance with state statutes and local ordinances.
- Provide access to the public survey records. We maintain a robust online records retrieval system that is widely used by the public and is essential for providing information required by land surveyors, developers, the title industry, planning jurisdictions and others.

Other functions include:

- Provide surveying support for capital improvement projects on county roads and bridges. Current projects include the Sellwood Bridge Replacement Project and NE Arata Road and NE 238th/242nd Drive Improvement Projects.
- Provide surveying support for county departments and local agencies. The program provides ongoing support to Road and Bridge Engineering and Road Maintenance for various projects (other than CIP).
- Provide surveying expertise to the public, county, and local agencies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of public land corner visits performed	100	100	115	100
Outcome	Percent of plats reviewed within 21 days	96%	95%	93%	95%
Output	Number of plats reviewed for approval	158	140	185	150
Output	Number of images added to SAIL website	N/A	920	1000	920

Performance Measures Descriptions

The Surveyor's Office maintains approximately 2,000 public land survey corners on a 7- to 10-year cycle. In recent years, we have been maintaining rural corners, which require more time to complete than those in urban areas. The County Surveyor approves all land division plats in the county and all cities within it. Our goal to review plans within 21 calendar days of submittal represents an ambitious timeline that allows projects to move forward quickly. The Surveyor's Office makes survey-related records available to the public on our SAIL website, adding new images weekly.

Legal / Contractual Obligation

The County Surveyor position is mandated by state statute. The duties of the County Surveyor are mandated by ORS Chapter 209, including those related to Public Land Corners. Plat review and approval are mandated by ORS 92.100 and ORS 100.115. Certain work regarding county roads is mandated by ORS 368.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,310,260	\$0	\$1,479,496
Contractual Services	\$0	\$2,000	\$0	\$9,500
Materials & Supplies	\$0	\$45,050	\$0	\$49,450
Internal Services	\$0	\$416,855	\$0	\$459,838
Capital Outlay	\$0	\$60,000	\$0	\$0
Unappropriated & Contingency	\$0	\$2,140,835	\$0	\$1,457,922
Total GF/non-GF	\$0	\$3,975,000	\$0	\$3,456,206
Program Total:	\$3,975,000		\$3,456,206	
Program FTE	0.00	10.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,100,000	\$0	\$852,000
Interest	\$0	\$35,000	\$0	\$60,000
Beginning Working Capital	\$0	\$2,675,000	\$0	\$2,319,206
Service Charges	\$0	\$165,000	\$0	\$225,000
Total Revenue	\$0	\$3,975,000	\$0	\$3,456,206

Explanation of Revenues

The County Surveyor's Office is self supporting. All revenues are from user fees or charges for services. Maintenance and restoration of Public Land Corners make up the largest part of our program. This is funded by a fee (currently \$6) charged when documents are recorded in the County Records. Another large portion of our revenue is derived from a filing fee (currently \$400) which is charged for all records of survey and plats that are submitted to our office for review and filing. Revenue estimates are as follows: Public Land Corner Preservation Fund – estimated 83,333 documents recorded at \$6 each - \$500,000, Plats and Surveys submitted for filing/recording - estimated 730 at \$400 each = \$292,000, and Survey support for county roads and other projects, estimated \$60,000. (all under "Other/Miscellaneous" above); Plat review and approval - actual cost incurred - estimated \$225,000 ("Service Charges" above).

Significant Program Changes

Last Year this program was: FY 2019: 91012-19 County Surveyor's Office

Additional 1.00 FTE will support the increased customer demand for review and approval of land division plats (subdivisions, partitions and condominiums). Salary costs are covered through a direct cost recovery for work performed for survey customers.

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs: 91012, 91018, 91015
Program Characteristics:

Program Contact: Ian Cannon
Program Offer Stage: As Adopted

Executive Summary

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

Program Summary

Road Services is responsible for planning, funding, designing, constructing, maintaining, operating and preserving county-owned roads. The program contributes to the goals and strategies of the Department of Community Services in providing transportation services county residents rely upon. Road Services focuses on providing quality roads through innovation, a skilled and diverse workforce and efficient practices. This program offer supports four areas (Roadway Engineering, Planning and Development, Water Quality and Road Maintenance) to deliver services that comply with local, state and federal transportation requirements while striving to achieve the transportation priorities of Multnomah County residents communicated through our public outreach efforts.

The Transportation Division is a regional leader in sustainable maintenance policies and practices that respond to the Endangered Species Act, Safe Drinking Water Act and Clean Water Act. The group fulfills its mandates through cooperative planning with local and regional jurisdictions, preserving and improving the transportation system through the building of roads and providing on-going maintenance and traffic services that contribute to public safety, environmental protection and livability. The group also provides technical and policy expertise on transportation equity, active transportation and greenhouse gas reduction and supports efforts with the Health Department and Office of Sustainability to accomplish multiple program objectives, including the Climate Action Plan (CAP).

The funding for transportation infrastructure continues to be an acute challenge at the national, state and local levels. Increasing costs combined with flat revenues have shown that the current funding models are not sustainable. State and local land use goals promote density, which supports alternative modes of transit to the public (such as buses, bikes and rail) and have reduced the demand for gasoline consumption, consequently reducing fuel tax receipts. Further, the county's 3-cent fuel tax rate remains static (unchanged since 1981). The Division is directly engaged in regional, state and federal decision-making on transportation funding that affects the county's ability to achieve many of its interdepartmental goals as well as capital improvements.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of development proposals reviewed	N/A	N/A	160	130
Outcome	Urban Pavement Condition Index (PCI)	65	66	72	71
Outcome	Rural Pavement Condition Index (PCI)	N/A	N/A	64	62
Outcome	Average number of days to review development proposals	N/A	10	10	10

Performance Measures Descriptions

Number of proposals reviewed represents development and transportation impacts being reviewed and mitigated. The county assesses road surfaces using a pavement management system and assigns a Pavement Condition Index (PCI) rating between 0 and 100 (100=excellent). The average number of days to review development proposals is an indication of the amount of staff effort and time required to process applications and the effectiveness of the application review process.

Legal / Contractual Obligation

The Division fulfills its obligation as a road authority under the provisions of ORS 368 and 371, and OAR Division 12. The Federal Highway Administration's Manual on Uniform Traffic Control Devices, Federal Environmental Laws; Clean Water, Safe Drinking Water and Endangered Species Acts, Americans with Disabilities Act (ADA) provide standards under which we must incorporate in our service delivery. State-mandated transportation system planning including bicycle and pedestrian modes, capital improvement programming and compliance with Congestion Management/Air Quality requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$6,741,594	\$0	\$7,649,863
Contractual Services	\$0	\$2,467,036	\$0	\$1,344,461
Materials & Supplies	\$0	\$2,022,428	\$0	\$1,610,000
Internal Services	\$100,000	\$3,424,407	\$100,000	\$4,257,215
Cash Transfers	\$0	\$0	\$0	\$0
Total GF/non-GF	\$100,000	\$14,655,465	\$100,000	\$14,861,539
Program Total:	\$14,755,465		\$14,961,539	
Program FTE	0.00	54.00	0.00	57.00

Program Revenues

Fees, Permits & Charges	\$0	\$70,000	\$0	\$70,000
Intergovernmental	\$0	\$10,268,427	\$0	\$11,276,287
Taxes	\$0	\$40,000	\$0	\$50,000
Other / Miscellaneous	\$0	\$156,500	\$0	\$172,600
Financing Sources	\$0	\$1,000,000	\$0	\$500,000
Interest	\$0	\$200,000	\$0	\$250,000
Beginning Working Capital	\$0	\$2,868,038	\$0	\$2,490,152
Service Charges	\$0	\$52,500	\$0	\$52,500
Total Revenue	\$0	\$14,655,465	\$0	\$14,861,539

Explanation of Revenues

The program is funded by "County Road Funds" which are a combination of dedicated money received from the state highway fund, county gas tax, federal forest receipts, federal and state grants, developer contributions and service reimbursements.

Significant Program Changes

Last Year this program was: FY 2019: 91013A-19 Road Services

1.50 FTE net increase results from changes in Road Engineering and Transportation Planning and Development. A transfer of 2.00 FTE (engineering staff) from the Bridge Services (program offer 91015) is included in this budget to support an aggressive road capital program. Road Services eliminated 1.50 FTE (Office Assistant Senior and Engineer 3) and were able to redistribute work to other existing positions inside Transportation. The completion of the Levee Ready Columbia work supporting Sauvie Island allowed a reassignment of a 1.00 FTE in the program offer 91014 into Road Services program offer to support requirements of the County's certification requirements with the Oregon Department of Transportation.

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

Executive Summary

The Levee Ready Columbia program supports work to secure the Columbia River levees' accreditation, reduce the risk of catastrophic flooding and protect the health and resiliency of county communities and the broader region. The FY 2020 budget includes a cash contribution to fund the program administration of the Levee Ready Columbia partnership to ensure that the region addresses federal requirements for levee accreditation.

Program Summary

As a regional partner in Levee Ready Columbia, the county has supported the work necessary to ensure improvements are identified and addressed within four drainage districts along the Columbia River levee system in Multnomah County. Failure to address identified deficiencies puts communities at risk of flooding and poses a risk of loss of levee accreditation under the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program as well as noncompliance with the US Army Corps of Engineers Rehabilitation and Inspection Program.

The project is a multi-year effort entering its fifth year. The past four years focused on conducting evaluations of the levee systems and studying options for long-term governance solutions. Future work will include developing levee improvement project alternatives, implementation of improvements, creation of a long-term governance structure and completion of certification and accreditation processes. This work will be supported by Levee Ready Columbia program staff funded through partnership financial contributions.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Participation in levee accreditation process	100%	100%	100%	100%
Outcome	Number of grant/loan contracts administered	0	2	2	2

Performance Measures Descriptions

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

Legal / Contractual Obligation

County commitments include contractual loan repayment obligations to the project and cash contribution for FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$50,000
Total GF/non-GF	\$0	\$0	\$0	\$50,000
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2019: 91014-19 Levee Ready Columbia

Staff support was required in previous years of this program to oversee the levee evaluation process for Sauvie Island and participate in project management and technical assistance to support the regional Levee Ready Columbia partnership. Sauvie Island's levee evaluation and remediation projects are complete and documentation supporting accreditation will be submitted to FEMA during FY19. Levee Ready Columbia is creating a new interim board and technical work is transitioning from evaluation to capital project planning. With these changes, technical work will be overseen by Levee Ready Columbia program staff funded through partnership cash contributions during FY20.

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs: 91012, 91013, 91018
Program Characteristics:

Program Contact: Jon Henrichsen
Program Offer Stage: As Adopted

Executive Summary

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

Program Summary

Engineering provides planning, engineering and construction project management for the preservation of structural, mechanical, electrical and corrosion protection (paint) systems of the county's bridges. Most design and construction work is performed by contractors with direction and oversight by Engineering. Projects are identified, prioritized and ranked in the Transportation Capital Improvement Plan (TCIP) using a variety of criteria, including equity. TCIP ranking and available funds from the Bridge Services program or grants determine the projects chosen for design and construction. Engineering also works with other agencies to secure funding from state and federal sources. Engineering is typically engaged in multiple capital improvement projects at various stages of development/construction. Construction was completed on the Broadway Rail Wheel Replacement project in FY19. The Burnside Maintenance project is anticipated to be completed in FY20. The Earthquake Ready Burnside Bridge Feasibility Study was completed in FY19, resulting in four options that will be studied in-depth during the environmental review phase that will continue through FY20. This project incorporates equity principles by considering impacts to underserved populations and ensuring representation of these communities on our advisory committees.

Maintenance staff perform preventative maintenance and smaller scale upgrades/enhancements on the bridges. They ensure the operational reliability of mechanical, electrical, structural and corrosion protection (paint) systems. Maintenance places priority on response to emergencies, performance of specialized preventative maintenance tasks and making repairs/enhancements as needed. Some of the tasks include bridge repairs resulting from vehicle accidents, mechanical and electrical repairs/replacements, electrical and mechanical systems troubleshooting, minor roadway or sidewalk repairs, graffiti removal and snow removal.

Operations raises and lowers bridge draw spans to allow passage of ships and other river traffic and performs some preventative maintenance tasks. Spanish and Russian language bridge lift announcements were added on the Hawthorne Bridge in FY19. Both Maintenance and Operations work closely with Engineering on a wide variety of projects and issues.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of preventative maintenance tasks completed	1,800	1,750	1,200	1,200
Outcome	Percent of bridge openings with minimal delay to river traffic	99%	99%	99%	99%

Performance Measures Descriptions

Preventative maintenance tasks help keep the bridges working properly and avoid the need for expensive capital rehabilitation projects. The percent of successful drawbridge openings measures the ability of this group to provide access for river traffic.

Legal / Contractual Obligation

Multnomah County is required to maintain and operate its drawbridges in accordance with the River and Harbor Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations (CFR Title 33), State Law (ORS 382.305), 1984 IGA with the City of Portland as amended in 1989, and HB 2041 Section 3a.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$5,068,529	\$0	\$5,031,556
Contractual Services	\$0	\$1,041,000	\$0	\$532,226
Materials & Supplies	\$0	\$535,850	\$0	\$529,150
Internal Services	\$0	\$1,755,167	\$0	\$1,756,839
Capital Outlay	\$0	\$125,000	\$0	\$514,497
Debt Service	\$0	\$16,200	\$0	\$0
Cash Transfers	\$0	\$0	\$0	\$508,779
Unappropriated & Contingency	\$0	\$1,689,029	\$0	\$0
Total GF/non-GF	\$0	\$10,230,775	\$0	\$8,873,047
Program Total:	\$10,230,775			\$8,873,047
Program FTE	0.00	38.00	0.00	36.00

Program Revenues

Fees, Permits & Charges	\$0	\$0	\$0	\$350,000
Intergovernmental	\$0	\$6,016,179	\$0	\$6,383,681
Other / Miscellaneous	\$0	\$300,000	\$0	\$631,150
Financing Sources	\$0	\$1,025,000	\$0	\$0
Beginning Working Capital	\$0	\$2,889,596	\$0	\$1,508,216
Total Revenue	\$0	\$10,230,775	\$0	\$8,873,047

Explanation of Revenues

Revenue for this program comes from gas taxes and vehicle registrations that are collected by the state and distributed based on an intergovernmental agreement that specifies the amount to be allocated to Bridge Capital. These are dedicated funds and can only be used for bridges. These funds are used to leverage Federal and State dollars to provide a greater benefit to the County. Other/Miscellaneous revenue comes from reimbursements to Bridge Engineering for work performed by other projects and programs.

The program budget drops approximately \$1.5 Million as this dedicated revenue draws down the unappropriated fund balance to support current bridge capital projects schedule in FY 2018 (see Program Offer 91018-18 - Transportation Capital).

Significant Program Changes

Last Year this program was: FY 2019: 91015-19 Bridge Services

2.00 FTE reduction reflects a transfer of bridge engineering staff to support road capital projects. The FTE will be reflected in the Road Services Program Offer 91013.

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs: 91013, 91015
Program Characteristics:

Program Contact: Joanna Valencia
Program Offer Stage: As Adopted

Executive Summary

The Transportation Capital program represents the county and other fund sources that pass through the county to make capital improvements on county-owned bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island), roads, bicycle/pedestrian facilities and culverts. The purpose of this program is to maintain and enhance the existing transportation system by identifying needs, prioritizing projects and securing funding to construct projects.

Program Summary

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

The county's transportation infrastructure assets are valued in excess of \$1.8 billion, thus we deem it very important to protect these assets. Many factors contribute to the constant degradation of the transportation infrastructure which requires continual maintenance. The major bridge transportation capital projects included are the Burnside Bridge Maintenance and the Morrison Bridge Paint projects. Roadway projects in East County include bike and pedestrian improvements to Arata Road, Stark Street and NE 238th Ave. West County projects include safety improvements on Cornelius Pass Road. Also included are fish passage and culvert projects on Beaver Creek at Cochran Road.

The Earthquake Ready Burnside Bridge Project is a long-term project to create a seismically resilient crossing of the Willamette River in downtown Portland. This project will enable emergency services to respond, allow families to reconnect, and support economic recovery after a major earthquake. The Earthquake Ready Burnside Feasibility Phase is complete, resulting in four alternatives that will be studied in-depth during the environmental review phase that will continue through FY20.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Dollar value of capital improvements	\$59,888,672	\$50,923,781	\$37,053,076	49,232,937
Outcome	Percent of project costs covered by grants	N/A	N/A	N/A	80%

Performance Measures Descriptions

Dollar value of capital improvements includes all county funds spent, regardless of source. The percentage of project costs covered grants looks at total cost of the project and percentage of funds that is covered by grants. This reflects the leveraging of county funds for grant dollars to build capital projects.

Legal / Contractual Obligation

This program is mandated by Federal Regulation CFR Title 33 which covers the responsibilities of drawbridge owners; ORS 366.744 and ORS 382.305-382.425 specifically addresses the Willamette River Bridges; ORS 366.514 addresses the Bike and Pedestrian Program; ORS 368 addresses the Road Capital Program, and revenue sharing agreements with the cities of Portland, Gresham, Fairview and Troutdale.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$0	\$39,450
Contractual Services	\$0	\$9,570,076	\$0	\$13,432,450
Materials & Supplies	\$0	\$0	\$0	\$146,500
Internal Services	\$0	\$10,213,232	\$0	\$11,838,674
Capital Outlay	\$0	\$34,096,621	\$0	\$20,537,910
Debt Service	\$0	\$0	\$0	\$3,016,200
Unappropriated & Contingency	\$0	\$0	\$0	\$1,843,505
Total GF/non-GF	\$0	\$53,879,929	\$0	\$50,854,689
Program Total:	\$53,879,929		\$50,854,689	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Fees, Permits & Charges	\$0	\$11,500,000	\$0	\$11,650,000
Intergovernmental	\$0	\$27,986,824	\$0	\$11,811,789
Financing Sources	\$0	\$3,500,000	\$0	\$16,508,779
Interest	\$0	\$102,400	\$0	\$80,000
Beginning Working Capital	\$0	\$14,090,705	\$0	\$10,804,121
Total Revenue	\$0	\$57,179,929	\$0	\$50,854,689

Explanation of Revenues

Revenues come from dedicated Transportation Funds for construction, repair, maintenance and operation of county roads, bridges and bicycle/pedestrian facilities. Capital projects in this program receive allocations from State Motor Vehicle revenues (such as state gas tax, vehicle registration fees, and weight/mile tax), county gasoline tax, county vehicle registration fees, permits, development charges, state and federal grants, and intergovernmental agreements.

Significant Program Changes

Last Year this program was: FY 2019: 91018A-19 Transportation Capital

Passage of House Bill 4064 allows the county the use of county vehicle registration fees to be used on all county bridges. The new funding allows Transportation to start the environmental review phase on the Earthquake Ready Burnside Bridge project. This phase is expected to last approximately three (3) years.

Program #91018B - ADA Tier One Project Development

6/19/2019

Department: Community Services
Program Offer Type: Innovative/New Program
Related Programs: 91018A
Program Characteristics: One-Time-Only Request

Program Contact: Ian Cannon
Program Offer Stage: As Adopted

Executive Summary

This program will result in project development of tier one projects identified through the county's American with Disabilities Act Transition Plan. Tier one projects are top priority projects identified from the county's inventory of curb ramps. Prioritizing factors include location, equity, usability and condition. Tier one projects would begin to be addressed through this program offer.

Program Summary

The Americans with Disabilities Act (ADA), passed in 1990, prohibits discrimination and promotes equal opportunity for people with disabilities in accessing employment, government services, public accommodations and public transportation.

Curb ramps are one of the most vital public service facilities on our roadways. Although everyone uses curb ramps to safely cross streets and access sidewalks, those with mobility impairments depend on them the most. Multnomah County has adopted ADA compliant design standards. This project ensures that the county meets the ADA standards by reconstructing non-compliant ramps. Over 90% of ramps in the county's right-of-way system require modification. Tier one includes 163 high priority ramps (of 950) that need to be upgraded. The inventory consists of a total of six tiers.

In 2016, the county completed an inventory of physical mobility barriers within the county's right-of-way in compliance with Title II of the ADA, ODOT Policy PER 01-05, Oregon Revised Statutes (ORS) Chapter 447 and the Public Right-of-Way Accessibility Guide (PROWAG) revision 2013. Each curb ramp location has been evaluated and priority has been given to ramps with the highest score based on factors that include location, usability and condition. Additionally, these factors considered equity by including demographics and access to services in prioritizing projects in communities that have been historically underserved. Multnomah County developed the scoring criteria to analyze the accessibility and usability of curb ramps on the county's road network for persons who use mobility devices such as wheelchairs and crutches.

This project will start project development of the tier one priority ramps, moving them closer to construction.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of community engagement meetings held	N/A	N/A	N/A	3
Outcome	Percentage of tier one ramps under project development	N/A	N/A	N/A	20%

Performance Measures Descriptions

Tier one projects are top priority projects identified from the county's inventory of curb ramps. Prioritizing factors include location, equity, usability, and condition. Project development involves field survey, design, identification of right-of-way needs, identification of permit requirements, and public involvement.

Legal / Contractual Obligation

Title II of the ADA prohibits state and local governments from discriminating against people with disabilities or from excluding participation in or denying benefits of public programs, services, or activities to people with disabilities. This section covers curb ramps, sidewalks, and other roadway access issues, and requires a Transition Plan to ensure compliance. Pursuant to both Section 504 of the Rehabilitation Act (1973) and Title II of the ADA (1990), Multnomah County is required to complete a self-evaluation of all transportation capital facilities and identify barriers that may prevent people with disabilities from accessing public areas.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$500,000
Total GF/non-GF	\$0	\$0	\$0	\$500,000
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

This program is supported by Video Lottery Funds.

Significant Program Changes

Last Year this program was:

New program offer for FY20

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs: 91021B
Program Characteristics:

Program Contact: Mike Cerbone
Program Offer Stage: As Adopted

Executive Summary

Land Use Planning guides thoughtful development while preserving and protecting open spaces, natural resources, scenic views, wildlife, forests and farmlands through implementation of the county's zoning code and comprehensive plan. The program provides current and long-range planning as well as code compliance for the rural areas of Multnomah County. The planning program plays an important and active role at the state and regional level to ensure adopted codes, plans and policies comply with state requirements while ensuring preservation and protection of the county's rural character.

Program Summary

Unincorporated Multnomah County is a unique and highly sought after location to live, work and recreate because it offers open spaces, natural and scenic resources, forests and farmland in close proximity to the state's largest city. Land Use Planning develops and implements codes and policies to preserve the rural character by preventing urban sprawl.

The focus of the Long-Range Planning program is to create, revise and adopt plans, policies, and zoning codes in a uniform, fair and equitable manner to ensure that development is consistent with the rural character of the county. At the end of 2016, the county adopted the revised Comprehensive Plan and staff are currently consolidating the Zoning Code. Long-Range Planning staff will continue to focus on drafting code to implement the community's vision articulated within the revised plan. Planning staff also play a key role in coordinating with regional partners, such as Metro and the Columbia River Gorge Commission, to ensure the county's vision and values continue to be achieved. Further, planning staff help the county achieve goals for rural areas by addressing policies and plans within the Urban Growth Boundary.

The Current Planning program provides assistance to property owners, neighbors, developers, realtors and other agencies with the land use process to objectively, consistently and fairly apply the county's development standards and procedures. Staff explain land use rules, review land use and building applications for compliance with applicable laws and problem solves complex land use issues with applicants and community members.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of land use/compliance inquiries	8,639	8,000	8,100	8,000
Outcome	Legislative actions completed	5	6	7	5
Output	Number of compliance cases closed	49	55	45	20
Efficiency	% of land use decisions made in 120 days	88%	75%	81%	80%

Performance Measures Descriptions

The first measure includes calls received and responded to, walk-in customers assisted and enforcement complaints logged. The second measure describes the number of legislative applications processed each year via ordinance. The third measure describes the total number of cases closed by the Compliance section. The fourth measure is an efficiency measure that describes the total number of final decisions issued within 120 days of when the application was completed.

Legal / Contractual Obligation

Multnomah County must adopt a Comprehensive Plan that meets Statewide Planning Goals, including enacting and implementing regulations as provided under ORS 92, 195, 196, 197, 215 and 390. The County regulates land uses in the National Scenic Area in accordance with federal law. These land use laws mandate the County review all development within its jurisdiction, prescribe extensive procedures the County must follow to ensure due process and set out a timeframe within which land use reviews must be completed. The County must update its codes to comply with new laws adopted each legislative session or when the Gorge Commission revises its rules. The County must appoint a Planning Director and employ staff necessary to carry out these responsibilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,500,189	\$0	\$1,504,345	\$0
Contractual Services	\$78,000	\$35,000	\$55,000	\$34,834
Materials & Supplies	\$84,160	\$0	\$61,160	\$0
Internal Services	\$370,727	\$0	\$374,845	\$166
Total GF/non-GF	\$2,033,076	\$35,000	\$1,995,350	\$35,000
Program Total:	\$2,068,076		\$2,030,350	
Program FTE	12.00	0.00	11.00	0.00

Program Revenues				
Fees, Permits & Charges	\$210,000	\$0	\$197,400	\$0
Intergovernmental	\$13,100	\$35,000	\$12,378	\$35,000
Taxes	\$0	\$0	\$0	\$0
Total Revenue	\$223,100	\$35,000	\$209,778	\$35,000

Explanation of Revenues

Fees are set and collected for land use permits. We estimate \$197,400 in revenues from land use permits and waste franchise fees in FY 2019. Metro provides additional support of \$12,378 to assist with the administration of the rural waste hauler program. LUP receives \$35,000 from the Oregon Department of Land Conservation and Development in the form of a grant to assist with the management of the Columbia River Gorge National Scenic Area.

Significant Program Changes

Last Year this program was: FY 2019: 91021-19 Land Use Planning

The program continues to implement the revised comprehensive plan through the development and implementation of land use code in close coordination with the community. During FY18, the county opened 54 compliance cases and closed 49 cases. During FY17, the county opened 41 compliance cases and closed 59 cases. With 2.00 FTE, the county is currently able to address the cases that come in. This program offer reduces the compliance section from 2.00 to 1.00 FTE to meet the general fund constraint target. If the position is not restored, the number of compliance cases that are opened will likely remain constant but our ability to respond will be greatly reduced.

Program #91024 - City Supplemental Payments

6/19/2019

Department: Community Services
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Tom Hansell
Program Offer Stage: As Adopted

Executive Summary

In 1984, Multnomah County entered into intergovernmental revenue sharing agreements with the cities of Portland, Gresham, Troutdale and Fairview, whereby dedicated county road funds receipts are transferred as county roads are annexed. The supplemental payments executed by this program offer fulfill the funding requirements of these agreements as it pertains to county road funds.

Program Summary

These agreements require the county to transfer prescribed revenue amounts it receives from the county gas tax and state highway funding. County road funds are transferred to the cities, where they are commingled into the cities' transportation operating budgets. The cities are not required to report how county funds are used. The cities' allowed uses of these funds are defined under ORS 366, which requires funds only be used for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, streets and the administration thereof.

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

Planned FY20 Payments:

- City of Fairview \$14,430
- City of Troutdale \$17,800
- City of Gresham \$4,691,647
- City of Portland \$38,305,000

Between 1984 and 2019 the county has transferred 607 miles of roads to the cities.

This program offer does not deliver any county services and is submitted for the provision of a supplemental payment to the cities. The agreements remain subject to future appropriations by any future Board of County Commissioners or City Councils. The formulas in these agreements were intended to remain permanent unless amended by mutual agreement.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	N/A	N/A	N/A	N/A	N/A
Outcome	N/A	N/A	N/A	N/A	N/A

Performance Measures Descriptions

Legal / Contractual Obligation

Funding obligations are prescribed in the city/county agreements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$40,001,300	\$0	\$43,028,968
Total GF/non-GF	\$0	\$40,001,300	\$0	\$43,028,968
Program Total:	\$40,001,300		\$43,028,968	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Intergovernmental	\$0	\$33,001,300	\$0	\$36,028,968
Taxes	\$0	\$7,000,000	\$0	\$7,000,000
Total Revenue	\$0	\$40,001,300	\$0	\$43,028,968

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2019: 91024-19 City Supplemental Payments

No significant changes to report.

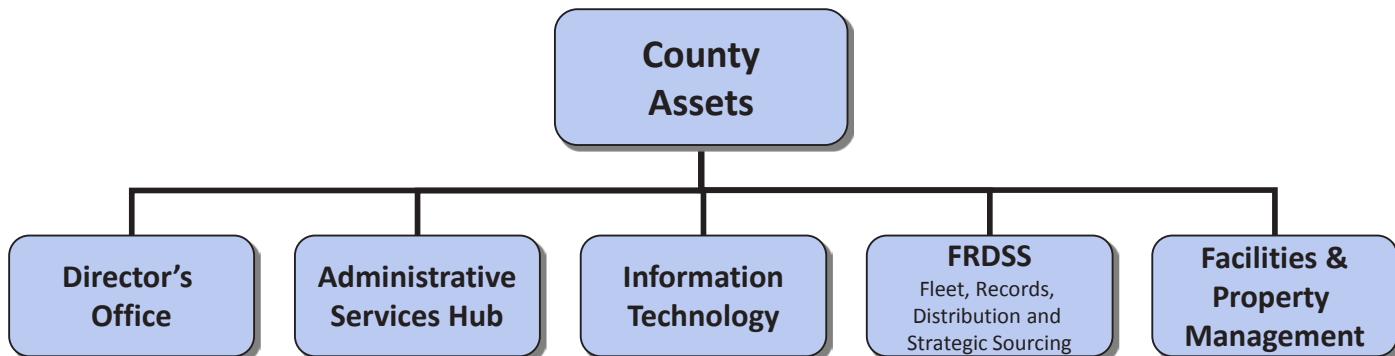
Department Overview

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

- Facilities and Property Management (FPM), which manages over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, and other leased and owned space in over 140 locations;
- Information Technology (IT), which provides telecommunication, network, and hardware support; and manages over 7,000 PCs, laptops, and tablets, 7,500 phone numbers, 109 network circuits, 544 servers and approximately 285 business applications;
- Fleet, Motor Pool, Records, and Distribution, which maintain and manage fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items; and
- Administrative Services Hub, which provides human resources, procurement, contracting, finance, budget, rate-setting, capital planning and accounts payable services, and other services to DCA. The Hub also manages County-wide strategic sourcing initiatives and provides administrative support to the Department of County Management (DCM) and non-departmental agencies and offices (Non-D).

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

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



Budget Overview

The FY 2020 budget for the Department of County Assets (DCA) is \$352.3 million, a \$100.9 million decrease from the FY 2019 budget. It includes: \$8.6 million in the General and Video Lottery funds, \$154.8 million from Internal Service funds and \$188.9 million in Capital funds. Internal Service Funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.

Decreases totaling \$100.9 million include the following: \$101.5 million (47.6%) for construction of the Downtown Courthouse, \$24.2 million (76.3%) for the construction of the Health Department Headquarters, and \$12.2 million (65.2%) for the ERP replacement. These capital funds are reduced as projects move closer to completion. Increases include \$9.0 million (15.5%) in the Information Technology (IT) Fund, \$11.4 million (20.3%) in the Facilities Fund and \$12.5 million (24.7%) in Other Capital Funds. Decreases in contractual services primarily relate to the Downtown Courthouse (\$101.6 million), Health Headquarters (\$24.1 million) and the ERP Project (\$12 million) Funds, offset by increases in Other Funds.

The following new programs appropriated a total of \$2,050,000 in one-time-only General Fund funding:

- Health Syringe Boxes (78232) \$50,000
- Corporate Broadband Network Infrastructure Repl (78321) \$1,000,000
- Electronic Med Records Corrections Hlth Juv Detention (78322) \$1,000,000

The following new programs are funded by Internal Service Funds:

- Security Access Program (78202B) \$150,000
- IT Cyber Security (78318B) \$468,020
- Capital Project Management Software (78323) \$1,000,000

A list of programs funded as one-time-only can be found in the Budget Director's message on page 33.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	
		Current	Adopted	Adopted	
		Actual	Estimate	Budget	Difference
Staffing FTE	346.65	346.65	346.65	347.65	1.00
Personnel Services	\$49,514,385	\$53,758,186	\$54,321,441	\$58,537,456	\$4,216,015
Contractual Services	135,358,151	156,635,694	317,710,203	197,506,861	(120,203,342)
Materials & Supplies	38,949,708	41,854,022	38,599,788	49,742,204	11,142,416
Internal Services	9,427,369	31,178,056	29,404,066	30,613,286	1,209,220
Debt Service	1,849,156	0	3,324,956		(3,324,956)
Capital Outlay	3,396,183	2,059,950	9,826,605	15,909,324	6,082,719
Total Costs	\$238,494,952	\$285,485,908	\$453,187,059	\$352,309,131	(\$100,877,928)

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services. Figures on this page do not include cash transfers, contingencies or unappropriated balances. Division and program offer summary tables on subsequent pages DO contain contingencies, transfers, and unappropriated balances.

Successes and Challenges

DCA's FY 2019 strategic project accomplishments include:

- The new Gladys McCoy Health Department Headquarters opening;
- The migration of Distribution Services' main postage account from the Centralized Account Processing System to the USPS Enterprise Payment System;
- The new Enterprise Resource Planning (ERP) Suite launch under the Multco Align Program;
- The replacement of the County's Assessment Taxation System;
- The opening of Walnut Park Shelter; and
- The "Think Yes" customer service program training and roll out.

Important projects in process include:

- The new Downtown Courthouse construction, with opening planned for 2020;
- The new Library Information Management System launch;
- The continuation of the Multco Align Program through systems stabilization, optimization, and decommissioning;
- The renovation of the Department of Community Justice East Campus North and West Buildings;
- The Digital Accessibility Initiative;
- The Multnomah County Sheriff's Office site consolidation planning; and
- The evaluation and implementation of investments in the County's Business Intelligence structure and tools; and
- The Fleet Services Strategic Plan (starting Spring 2019).

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

- FPM construction projects support sustainability and MWSDVESB participation;
- IT work includes design characteristics based on user centered principles, and anticipates the use of technology solutions by people with various disabilities;
- DCA's continued partnership with CityFleet brings best practices to fleet maintenance; and
- DCA's strategic sourcing efforts employ best practices in procurement and incorporate sustainability, buying local and equity values.

Key challenges include:

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

Diversity, Equity, and Inclusion

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

Equity and inclusion learnings and exercises are at the heart of senior management meetings. Managers modeling this behavior is an excellent way to demonstrate the importance of equity and inclusion, engage employees in the work, and further efforts to change culture and build a safe, inclusive workplace. Equity and inclusion are explicitly addressed in the DCA mission, vision, values and in its FY 2019-20 goals. The DCA Equity and Inclusion Manager is an active member of the DCA Senior Management Team, and leads and supports DCA participation in the County's Workforce Equity initiatives.

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

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$734,149	\$0	\$734,149	2.00
Administrative Hub Services	7,604,478	0	7,604,478	45.00
Facilities & Property Management	0	244,833,880	244,833,880	110.75
Information Technology	0	81,297,715	81,297,715	164.95
Fleet, Records, Distribution Services & Motor Pool	0	<u>19,967,947</u>	<u>19,967,947</u>	<u>24.95</u>
Total County Assets	\$8,338,627	\$346,099,542	\$354,438,169	347.65

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

The Department of County Assets (DCA) Director's Office provides leadership, strategic direction, operational assessment, and accountability in the oversight and management of County assets, including information technology (IT), facilities and property management (FPM), fleet, records, motor pool, distribution services, and support for an administrative hub that includes contracting, budgeting, finance, and human resource services. The Office works with all County departments and elected officials to establish priorities and guidelines for asset acquisition, maintenance, monitoring, replacement, and disposal.

Finding a balance between the efforts to support several large capital projects and managing the delivery of day to day operations will be a focus in FY 2020. The IT Division will focus on the completion of and transition to ongoing support for the Multco Align program. FPM will be celebrating the completion and opening of the Health Department Headquarters and will continue with the next phase of construction of the Central Courthouse. Both IT and FPM will complete updates of their strategic and asset life cycle management plans. Fleet will complete a long term strategic plan, and Fleet and Motor Pool will continue to partner with CityFleet and utilize the CarShare program. Records Administration will continue the countywide roll out of the new electronic records management system, and facilitate the effort to plan and develop an Information Governance program for the County.

Significant Changes

There are no significant changes in the Director's Office.

Administrative Hub

The DCA Administrative Hub includes five functional areas:

- Human Resources and Administration provides strategic planning, job recruitment/outreach, investigations, performance management, HR transaction processing, supply ordering and timekeeping to DCA, Department of County Management (DCM) and Non-Departmental (NOND) agencies and offices.
- Procurement and Contracting provides contract development, negotiation, risk assessment and management, vendor management and contract administration in commercial services, construction, leases, software, maintenance and repair, and architecture and engineering across County operations.
- Budget and Planning provides budget, rate setting and capital planning services. Activities include County-wide rate analysis and creation, budget development, and oversight, capital planning and analysis for DCA.
- Finance processes accounts payable and receivable transactions, and provides grant accounting and travel and training arrangements to DCA, DCM and NOND.
- Strategic Sourcing focuses the selection and sourcing of goods and services across the County and provides strategy, leadership, expertise and analytical information to County Departments.

Significant Changes

There are no significant changes in the Administrative Hub.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of nearly 3.5 million gross square feet of owned and leased space in over 140 buildings, geographically dispersed throughout the County. The FPM mission is to pro-actively plan, operate and manage all County properties in a safe, accessible, effective, and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace solutions to enable all County programs to deliver effective service to the public.

While buildings are FPM's business, people are its purpose. In addition to serving clients' specific needs, FPM has a broader vision of building thriving communities, and promoting stewardship of taxpayers' assets. FPM supports environmental, sustainability and energy efficiency through ongoing energy conservation projects, leadership in County recycling initiatives, sustainable procurement processes and Green Building construction practices. FPM's commitment to supporting local businesses and promoting diversity and equity is demonstrated by its use of MWSDVESB and QRF firms for contracted services.

In FY 2020, FPM will continue to implement priorities established in the Facilities Asset Strategic Plan. Particular effort will be made towards the disposition of soon to be replaced and low performing buildings, through the initiation of a Surplus and Disposition Plan. This is a critical next step to aligning near and long-term investment strategies with future County service delivery goals.

Significant Changes

The Downtown Courthouse will be completed in 2020. FPM will focus on commissioning and training staff to operate and maintain new systems and relocating the Courthouse staff into the new building.

Vance Property Master Plan (78210B) is funded with \$300,000 from the Video Lottery Fund. Facilities Dedicated Facilities Specialist for Shelter Transition (78203B) is funded with \$135,000 one-time-only from the General fund. Security Access Program (78202B) is funded with \$150,000 beginning working capital. Health Syringe Boxes (78232) is funded with \$50,000 one-time-only from the General fund.

Information Technology

Information Technology's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the technology and information they need, any time, any place. IT has worked diligently to define a mission and vision focused on providing the services and technologies County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2020 technology initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages more than 7,000 PCs, laptops, and mobile devices, 7,500 phone numbers, 544 servers, 109 network circuits and approximately 285 business applications. IT staff support a wide array of business applications that span primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, detention center management and community justice. In addition, IT staff support the County's public facing web presence, as well as, an intranet for staff. County employees using these systems are located in over 140 different sites across the County, and the technologies required are as diverse as the lines of business.

Significant Changes

Significant changes include the completion of and transition to ongoing support of Multco Align, as County operations teams learn to effectively use the new Enterprise Resource Planning (ERP) suite of solutions, which includes Workday, TRIRIGA, Questica and Jagger.

IT will represent County departments' infrastructure needs and include them in the 20 year Strategic Capital Planning process to guide investments in technology solutions tied to the County's Strategic Goals.

IT Cyber Security program offer (78318B) is funded with \$468,020 from the Information Technology (IT) Fund beginning working capital. Corporate Broadband Network Infrastructure Replacement (78321) and Electronic Medical Records Corrections Health Juvenile Detention (78322) are each funded with \$1 million one-time-only from the General Fund. Capital Project Management Software (78323) is funded with \$1 million from the IT fund.

Fleet, Records, Distribution and Motor Pool

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

- Fleet Services maintains and manages over 700 vehicles of various types, including electric and hybrid vehicles, as well as heavy equipment.
- Records Management manages the compliant creation, storage, accessibility, protection, preservation, and destruction of all County public records for all County agencies, and provides research access to records dating back to 1855.
- Distribution Services pick ups and delivers mail, supplies and medical lab tests; processes and meters US Mail; and provides related training, consultation and contract management.
- Motor Pool provides short term vehicle availability through the County's own Motor Pool program and a third-party vendor.

Significant Changes

In FY 2020, Fleet Services will complete efforts leading to a Fleet Strategic Plan to inform investment decisions and long term needs to support County operations.

The Records Management team will develop the first iteration of an Information Governance Program, support the continued digitization of paper records, and support the retirement and archiving efforts of the former Enterprise Resource Planning (ERP) tool (SAP).

Challenges in maintaining staffing levels and recruiting and retaining a diverse and inclusive workforce are also anticipated.

County Assets

fy2020 adopted budget

Department of County Assets

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$734,149	\$0	\$734,149	2.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	1,228,683	0	1,228,683	7.00
78101	Administrative Hub Procurement & Contracting	2,957,869	0	2,957,869	17.00
78102	Administrative Hub Finance	1,280,326	0	1,280,326	9.00
78103	Administrative Hub Human Resources	1,849,049	0	1,849,049	10.00
78104	Countywide Strategic Sourcing	288,551	0	288,551	2.00
Facilities & Property Management					
78200	Facilities Director's Office	0	6,419,534	6,419,534	8.75
78201	Facilities Debt Service and Capital Fee Pass Through	0	11,199,292	11,199,292	0.00
78202A	Facilities Operations and Maintenance	0	24,069,936	24,069,936	71.50
78202B	Security Access Program	0	150,000	150,000	0.00
78203A	Facilities Client Services	0	9,461,000	9,461,000	7.65
78203B	Facilities Dedicated Facilities Specialist for Shelter Transitions	0	135,000	135,000	0.00
78204	Facilities Capital Operation Costs	0	2,149,220	2,149,220	9.30
78205	Facilities Capital Improvement Program	0	16,293,544	16,293,544	0.00
78206	Facilities Capital Asset Preservation Program	0	16,514,395	16,514,395	0.00
78207	Facilities Interiors Group	0	750,417	750,417	4.55
78208	Facilities Utilities Pass Through	0	6,150,000	6,150,000	0.00
78209	Facilities Lease Management	0	8,030,195	8,030,195	2.00
78210A	Facilities Strategic Planning and Projects	0	1,545,000	1,545,000	7.00
78210B	Vance Property Master Plan	0	300,000	300,000	0.00
78212	Facilities Downtown Courthouse	0	111,683,096	111,683,096	0.00
78213	Library Construction Fund	0	5,332,881	5,332,881	0.00
78214	Health Headquarters Construction	0	7,500,000	7,500,000	0.00

County Assets

fy2020 adopted budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Facilities and Property Management cont'd					
78218	MCSO Facilities Relocation and Reconfiguration	0	4,255,896	4,255,896	0.00
78220	DCJ East County Campus	0	6,746,499	6,746,499	0.00
78221	MCDC Detention Electronics	0	4,771,626	4,771,626	0.00
78227	MCSO River Patrol Boathouses Capital Improvements	0	1,026,349	1,026,349	0.00
78228	MCDC Cell Lighting and Window Covers	0	300,000	300,000	0.00
78232	Health Syringe Boxes	0	50,000	50,000	0.00
Information Technology					
78301	IT Innovation & Investment Projects	0	1,154,479	1,154,479	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,168,562	2,168,562	10.00
78303	IT Help Desk Services	0	1,172,447	1,172,447	8.40
78304	IT Telecommunications Services	0	3,376,897	3,376,897	5.00
78305	IT Mobile Device Expense Management	0	1,215,296	1,215,296	1.00
78306	IT Network Services	0	6,312,705	6,312,705	11.00
78307	IT Desktop Services	0	2,604,019	2,604,019	17.00
78308	IT Asset Replacement	0	6,633,684	6,633,684	0.00
78309	IT Health and Human Services Application Services	0	4,879,457	4,879,457	21.00
78310	IT Public Safety Application Services	0	3,402,607	3,402,607	18.00
78311	IT General Government Application Services	0	1,827,413	1,827,413	6.00
78312	IT Data & Reporting Services	0	4,019,999	4,019,999	15.50
78313	IT ERP Application Services	0	4,281,802	4,281,802	8.00
78314	IT Enterprise and Web Application Services	0	3,905,002	3,905,002	13.50
78315	IT Library Application Services	0	487,189	487,189	2.00
78316	IT Shared Operating Expenses	0	16,952,958	16,952,958	3.80
78317	IT Data Center & Technical Services	0	5,715,893	5,715,893	24.75
78318B	IT Cyber Security	0	468,020	468,020	0.00
78319	CRIMES Replacement	0	1,219,286	1,219,286	0.00
78320	IT ERP Program	0	6,500,000	6,500,000	0.00

County Assets

fy2020 adopted budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Information Technology (continued)					
78321	Corporate Broadband Network Infrastructure Replacement	0	1,000,000	1,000,000	0.00
78322	Electronic Medical Records Corrections Health Juvenile Detention	0	1,000,000	1,000,000	0.00
78323	Capital Project Management Software	0	1,000,000	1,000,000	0.00
Fleet, Records, Distribution Services & Motor Pool					
78400	Fleet Services	0	5,192,892	5,192,892	11.10
78401	Fleet Vehicle Replacement	0	9,018,925	9,018,925	0.00
78402	Motor Pool	0	1,422,845	1,422,845	2.25
78403	Distribution Services	0	2,339,253	2,339,253	6.60
78404	Records Management	0	<u>1,994,032</u>	<u>1,994,032</u>	5.00
Total County Assets		\$8,338,627	\$346,099,542	\$354,438,169	347.65

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership in the oversight and management of county assets including information technology, facilities and property management, fleet administration and maintenance, motorpool, records and archive management, distribution services, and related functions. The Director's Office is also responsible for ensuring department-wide engagement in strategic county-wide initiatives including the Climate Action Plan, the Wellness Program, the 20 Year Strategic Capital Plan, and the Workforce Equity Strategic Plan.

Program Summary

DCA aligns the management of specific County assets including Information Technology, Facilities and Property Management, Fleet Services, Motor Pool, Records, and Distribution Services. The goals of DCA include managing physical assets and the associated costs to ensure that the County's limited resources are invested where they are needed most. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

The organization also includes an Administrative Services Hub (HUB) providing Human Resources and Administration, Procurement and Contracting, Strategic Sourcing and Budget and Finance services. The HUB provides the services to DCA, and a variety of services to the Department of County Management (DCM), the Chair's Office, the Board of County Commissioners, and other Non-Departmental entities and offices. The HUB strives to eliminate duplication of resources and streamline processes through economies of scale across these groups, where appropriate.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	24	20	20	20
Outcome	Department and Division strategic plan updates	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1 Output - Building an inclusive workplace is key to the success of DCA. Providing Sr. Management the opportunity to practice and model an inclusive workplace will build our culture.

PM #2 Outcome -Complete updates to the Overall Department, Facilities Division, Information Technology Division, and Fleet Division strategic plans.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$476,865	\$0	\$498,224	\$0
Contractual Services	\$96,000	\$0	\$101,928	\$0
Materials & Supplies	\$43,097	\$0	\$45,420	\$0
Internal Services	\$62,043	\$0	\$88,577	\$0
Total GF/non-GF	\$678,005	\$0	\$734,149	\$0
Program Total:	\$678,005		\$734,149	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues

Other / Miscellaneous	\$601,299	\$0	\$734,149	\$0
Total Revenue	\$601,299	\$0	\$734,149	\$0

Explanation of Revenues

Cost of the Director's Office are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with the supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds.

Significant Program Changes

Last Year this program was: FY 2019: 78000-19 DCA Director's Office

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Budget and Planning team is one of the five service teams in the Department of County Assets (DCA) Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to DCA.

Program Summary

The Budget and Planning team assembles and publishes County-wide annual internal service rates; bills for County facilities, fleet, information technology, telecommunications, and records and distribution services; and coordinates planning for the County's asset management and facilities capital improvement functions. This program reports to the DCA Director and focuses on several primary responsibilities:

- Coordinating County-wide annual capital planning* and internal service rate development processes, including developing and implementing complex activity-based cost allocation models for seven distinct internal services.
- Coordinating and managing annual budget development and monitoring.
- Overseeing budget management, monitoring, modification, and financial reporting throughout the fiscal year for the County's Facilities and Property Management (FPM), Information Technology (IT), Fleet, Distribution, Capital, Internal Service, and Debt Service funds.

The team provides recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations used by every County department.

*capital planning for FPM, IT and Fleet Asset Replacement

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	On-time Billing	100%	90%	100%	90%
Outcome	Percent of Internal Service billings error free	90%	90%	90%	90%

Performance Measures Descriptions

PM #1 Output - Track customer billings to ensure accurate on-time delivery of internal services expenditures.

PM #2 Outcome - Monthly review of billings to ensure allocations among internal customers are accurate and reflect current internal service rates.

Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,024,040	\$0	\$1,101,049	\$0
Contractual Services	\$5,000	\$0	\$0	\$0
Materials & Supplies	\$26,020	\$0	\$13,768	\$0
Internal Services	\$106,851	\$0	\$113,866	\$0
Total GF/non-GF	\$1,161,911	\$0	\$1,228,683	\$0
Program Total:	\$1,161,911		\$1,228,683	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues

Other / Miscellaneous	\$1,161,911	\$0	\$1,228,683	\$0
Total Revenue	\$1,161,911	\$0	\$1,228,683	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds.

Significant Program Changes

Last Year this program was: FY 2019: 78100-19 Administrative Hub Budget & Planning

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Administrative Hub Procurement and Contracting (P & C) team is one of the five service teams in the Department of County Assets (DCA) Administrative Services Hub. This team works collectively with the other DCA Administrative Service Hub units to deliver formal, informal and cooperative procurements and their related contracts, other purchase documents, and supplier management.

Program Summary

This program includes the administrative group responsible for consultation, oversight and direct delivery of the procurement and purchasing of goods and services, and commercial, personal services and construction contracting (including software licensing and facilities). This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA. The staff of 17.00 FTE support the procurement and contracting requests of 380+ DCA and Non-Departmental employees by processing well over 1,200 transactions per year, ranging from a few dollars to tens of millions of dollars and from a simple contract amendment to a multi-million dollar request for proposal. The majority of these requests represent needs for all departments especially in the areas of Facilities and Property Management and Information Technology.

The program includes; commercial, personal services, construction, lease, software maintenance and repair, and architectural contract development; negotiation; risk assessment and management; supplier/vendor management; and ongoing contract administration. This group provides contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, software and hardware contracts. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of procurements and contracts processed	1,400	1,400	1,400	1,600
Outcome	Percentage of contracts processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output– Measures the total volume of procurements, contracts, amendments, renewals, credit card transactions, and purchase orders processed by the Procurement and Contracting staff. (Current year statistics include credit card transactions beginning in FY2017)

PM #2 Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

Legal / Contractual Obligation

Oregon Revised Statues (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurement, using cooperative agreements, must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,368,312	\$0	\$2,532,806	\$0
Contractual Services	\$34,514	\$0	\$18,215	\$0
Materials & Supplies	\$66,073	\$0	\$48,962	\$0
Internal Services	\$326,628	\$0	\$357,886	\$0
Total GF/non-GF	\$2,795,527	\$0	\$2,957,869	\$0
Program Total:	\$2,795,527		\$2,957,869	
Program FTE	17.00	0.00	17.00	0.00

Program Revenues

Other / Miscellaneous	\$2,787,836	\$0	\$2,536,737	\$0
Total Revenue	\$2,787,836	\$0	\$2,536,737	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets, County Management, and Non-Departmental. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2019: 78101-19 Administrative Hub Procurement & Contracting

Department: County Assets

Program Contact: Patrick Williams

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Administrative Hub Finance team is one of the five service teams in the Department of County Assets (DCA) Administrative Services Hub. This team provides accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support to the DCA and to Non-Departmental County agencies and offices.

Program Summary

This program includes the administrative group responsible for accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support. The Finance unit reports to the Contracts and Procurement Senior Finance Manager.

The Administrative Hub was established to create greater efficiency through the consolidation of duplicate business services functions that formerly existed separately in the Facilities and Property Management; Fleet, Records, Distribution Services, and Information Technology. Support is also provided to the Board of County Commissioners and several Non-Departmental offices allowing departmental leadership and elected officials to focus their efforts on delivering vital services to the public.

Support also includes collaboration with departmental partners in the review and modification of Administrative Procedures, policies, internal controls and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Maintain quarterly aged receivable balance below \$150,000	\$191,677	\$100,000	na	\$150,000
Outcome	Percent of out of town travel and training events reconciled within 45 days of traveler return date.	92.7%	100%	85.4%	100%

Performance Measures Descriptions

PM #1 Output - Management of external revenue sources to ensure timely payment of money owed the DCA
PM #2 Outcome - Reconciliation of out of town travel and training completed within 45 days of travel return. Important because travel expenses are among the most closely scrutinized expenses. It is important that any questions or issues are resolved quickly.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$864,049	\$0	\$1,137,266	\$0
Materials & Supplies	\$6,245	\$0	\$6,250	\$0
Internal Services	\$151,338	\$0	\$136,810	\$0
Total GF/non-GF	\$1,021,632	\$0	\$1,280,326	\$0
Program Total:	\$1,021,632		\$1,280,326	
Program FTE	7.60	0.00	9.00	0.00

Program Revenues

Other / Miscellaneous	\$707,147	\$0	\$666,766	\$0
Total Revenue	\$707,147	\$0	\$666,766	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the Department of County Assets. The General Fund supports charges apportioned to the non-departmental agencies. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2019: 78102-19 Administrative Hub Finance

Finance Manager and a Project Manager are allocated 100 percent to Administrative Hub Finance and removed from Strategic Sourcing program offer 78104 to better align with duties and functions.

Department: County Assets

Program Contact: Karin Tawney

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Administrative Hub Human Resources (HR) team is one of the four service teams in the Department of County Assets (DCA) Administrative Services Hub. HR provides direct human resources, labor relations and related services for over 700 employees to the departments of County Management (DCM), DCA, and Non-Departmental County agencies and offices.

Program Summary

This program provides a full range of HR services to 750 regular and limited duration employees and approximately 41 temporary and/or on-call employees. The supported employees include 430 members of AFSCME Local 88, 16 members in IUOE Local 701 (Operating Engineers) and 21 members of IBEW Local 48 (Electrical Workers). Additionally, there are 191 executive and management employees, 46 employees who serve as staff to elected officials; and six (6) elected officials. Under the direction of the Human Resources Manager, unit staff provide professional HR guidance on managing both represented and exempt employees; direct services such as recruitment, compliance and interpretation of Collective Bargaining Agreements and County Personnel Rules, wage and hour law; track required trainings; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training and review. The HR team also provides strategic planning around equity and inclusion; recruitment and retention; onboarding new employees; and is a strategic business partner and resource for managers and employees. This unit reports to the DCA Director.

Key responsibilities include advising department directors, division managers and supervisors on the following:
--Develop and implement staffing and related plans (including reorganizations) that support organizational goals and objectives and succession planning with a focus on equity and inclusion. Workforce assessment and implementation of plans and projects to facilitate improvement in employees' work experience to ensure equity and inclusion in employment practices and policies. Create and/or revise position descriptions to align work tasks with the business needs of work units, work with managers on succession planning and workforce development; manage job recruitments: outreach activities, develop selection processes, evaluate online applications, schedule interviews and score applicant tests, ensure compliance with civil service process; performance management: monitor the timely and thorough completion of performance plans and appraisals; advise managers on appropriate evaluation criteria and process; interpret collective bargaining agreements and personnel rules, and participate on labor/management teams and bargaining teams. Ensure department compliance with the county's compensation and classification plans and policies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of recruitments conducted	135	145	135	155
Outcome	Number of employees provided full range of HR services	717	717	710	717

Performance Measures Descriptions

PM #1 Output - Number of all recruitments reflects the total for all departments and offices served by the DCA HR Administrative Hub.

PM #2 Outcome - Measures workload, taking into account personnel transaction processing for new hires, terminations, promotions, changes in pay status or seniority, and other employment actions and employee information.

Legal / Contractual Obligation

Federal, state, and local laws and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability and Accountability Act, and other employment-related issues. Three labor agreements necessitate contract compliance regarding wages, hours, working conditions and other employment-related matters.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,448,912	\$0	\$1,609,823	\$0
Contractual Services	\$3,827	\$0	\$500	\$0
Materials & Supplies	\$24,436	\$0	\$20,750	\$0
Internal Services	\$178,385	\$0	\$217,976	\$0
Total GF/non-GF	\$1,655,560	\$0	\$1,849,049	\$0
Program Total:	\$1,655,560		\$1,849,049	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues

Other / Miscellaneous	\$567,980	\$0	\$1,158,390	\$0
Total Revenue	\$567,980	\$0	\$1,158,390	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services, the departments of County Assets and County Management and Non-Departmental. The General Fund supports charges apportioned to DCM and Non-Departmental. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2019: 78103-19 Administrative Hub Human Resources

Department: County Assets

Program Contact: Patrick Williams

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Countywide Strategic Sourcing focuses services on holistic (County-wide) data driven strategic planning to define and drive improved Strategic Sourcing, Procurement and Contract Administration outcomes.

Program Summary

This program offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This organization reports to the DCA Finance Manager.

The program includes Strategic Sourcing Analysts and a Strategic Sourcing Data Analyst in order to provide strategy, leadership, practice development, oversight and monitoring, detailed spend analysis, strategic sourcing plans and compliance analysis/oversight for hundreds of contracts and millions of dollars each year.

This program is responsible for addressing the strategic sourcing needs of all County Departments across all commodities and types of transactions, which includes commercial, personal services, construction, lease, software, technology goods and services, maintenance and repair, and architectural services. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices as necessary, in support of strategic sourcing initiatives.

Strategic Sourcing is the practice of taking a holistic approach to the selection and sourcing of goods and services necessary to meet the requirements of an organization's operations. This effort includes several key tenets or procurement best practices: (1) Consolidating spend across all buyers with a small number of supplier partners so that the best prices can be achieved, (2) Considering the total life cycle cost of a product and service (not just the purchase price) when making a procurement decision, (3) Building mutually beneficial strategic partnership relationships with key suppliers, (4) Leveraging the capabilities and services of supplier partners to reduce internal operating costs, and (5) Leveraging technology to reduce operating costs, better manage spend and achieve better prices.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	6	6	9	6
Outcome	Percent of goods available from and purchased via Multco MarketPlace	35%	35%	35%	35%

Performance Measures Descriptions

Output - Strategic Sourcing Initiatives undertaken and completed reflects the implementation rate of the County's Strategic Sourcing practices, which improve strategic purchases.

Outcome - Percentage of annual goods purchased via the County's Multco MarketPlace indicates the volume of spending that has been driven to the e-Marketplace where contracts and controls are in place for all available purchases.

Legal / Contractual Obligation

Oregon Revised Statues (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. State Qualified Rehabilitation Facilities laws are enforced via purchasing through the Multco MarketPlace.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$462,651	\$0	\$232,950	\$0
Materials & Supplies	\$3,300	\$0	\$6,547	\$0
Internal Services	\$34,931	\$0	\$49,054	\$0
Total GF/non-GF	\$500,882	\$0	\$288,551	\$0
Program Total:	\$500,882		\$288,551	
Program FTE	3.40	0.00	2.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

This program is funded in the General Fund.

Significant Program Changes

Last Year this program was: FY 2019: 78104-19 Countywide Strategic Sourcing

Finance Manager and a Project Manager are allocated 100 percent to Administrative Hub Finance and removed from Strategic Sourcing program offer 78104 to better align with duties and functions.

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance for facilities related issues to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities and Property Management Division within the Department of County Assets and guides the proper operation of all County occupied facilities (owned and leased).

Program Summary

The Facilities Director's Office provides the oversight and direction that ensures the functionality and safety of the County's built environment by integrating people, place, processes and technology. Working with County departments, the Facilities and Property Management Division creates safe and cost effective work environments for County programs operating in a wide variety of facilities, from office space to jails to health clinics and libraries.

The Director's Office provides leadership and cohesive management of the division's work units, including: Client Services, Strategic Planning, Capital Improvement and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by Countywide goals and initiatives, including leading the energy and utility strategy to achieve the Department of County Assets carbon reduction goals and County Climate Action Plan goals. This office is responsible for centralizing and maintaining all critical building information, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

The Director's Office sponsors and provides direction for the implementation of TRIRIGA, the Facilities Asset Management component of the Multco Align ERP system. While the design and initial implementation will be completed in FY 2019, it will not address the need to replace the current Capital Projects application.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Facility Portfolio Performance Report Completed	1	1	1	1
Outcome	Percent of employee performance evaluations completed	80%	90%	90%	100%

Performance Measures Descriptions

Output: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.

Outcome: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities. Lower completion rates in FY 2018 and FY 2019 due to turnover and vacancies in supervisory positions and transition to Workday.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,356,205	\$0	\$1,411,652
Contractual Services	\$0	\$20,900	\$0	\$30,000
Materials & Supplies	\$0	\$1,235,564	\$0	\$3,228,918
Internal Services	\$0	\$2,026,092	\$0	\$1,748,964
Total GF/non-GF	\$0	\$4,638,761	\$0	\$6,419,534
Program Total:	\$4,638,761		\$6,419,534	
Program FTE	0.00	8.75	0.00	8.75

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78200-19 Facilities Director's Office

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Facilities and Property Management (FPM) manages the Countywide building portfolio allocations for debt and capital cash transfer expenses based on occupancy data.

Program Summary

FPM collects payments from departments for Series 2014 and Series 2017 debt. The outstanding debt issues have funded a number of capital improvements and acquisitions. All binding obligations were confirmed by the CFO and approved by the Board of County Commissioners.

In FY 2020 debt payments support the new Central Courthouse, the new Health Headquarters, DCJ East Campus, Multnomah County East, Blanchard, and the Multnomah Building.

This program offer also includes reimbursements to Facilities Capital Funds for a share of rental revenue from external customers to be applied to capital work.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

Output: Facilities and Property Management provides accurate billing for debt service and capital fee pass thru expenses
Outcome: Facilities and Property Management ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.

Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Internal Services	\$0	\$11,701,231	\$0	\$10,691,481
Cash Transfers	\$0	\$530,868	\$0	\$507,811
Total GF/non-GF	\$0	\$12,232,099	\$0	\$11,199,292
Program Total:	\$12,232,099		\$11,199,292	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Other / Miscellaneous	\$0	\$11,856,049	\$0	\$10,300,780
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$376,050	\$0	\$0
Total Revenue	\$0	\$12,232,099	\$0	\$10,300,780

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

\$376,050 of Beginning Working Capital in FY 2019 was from department debt service expense paid early and carried forward from FY 2018.

Significant Program Changes

Last Year this program was: FY 2019: 78201-19 Facilities Debt Service and Capital Fee Pass Through

In FY 2020 debt for the new Health Headquarters is offset by \$1 million in proceeds from the sale of the former Health Headquarters building.

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Department: County Assets

Program Contact: Michael Strauch

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program comprises a broad spectrum of services ensuring that over 140 Multnomah County buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, and repair the mechanical, electrical, and structural systems in all Multnomah County buildings which total over 3.5 million gross square feet. The program is responsible for operations, services, compliance, and projects that are regulated by multiple federal, state, and local laws, codes, and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 71.5 FTE in 9 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio and respective assets of building systems and equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program that:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Meets Climate Action Plan goals by conserving energy and resources through the optimization of more efficient equipment and systems;
- Minimizes administrative costs while maximizing human resource capacity;
- Institutes data collection systems that create management control reports and performance indices of operating effectiveness;
- Provides safe, compliant, efficient and functional facilities that meet programmatic requirements;
- Supports County departments' program delivery by providing 24x7 services, including non facilities related services, such as servicing needle collection drop boxes;
- Coordinates and distributes communication of building related activities and emergency events;
- Manages inclement weather response;
- Maximizes occupant comfort; and
- Maintains credible relations with clients and the public by providing safe, accessible, and well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of Preventive Maintenance to Reactive Maintenance	70%	70%	61%	65%
Outcome	Customer Satisfaction Rating	97%	90%	95%	95%

Performance Measures Descriptions

Output: The percentage of preventive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

Output: Customer service surveys are issued with each closed work order notification with a goal of 100% client satisfaction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$9,082,421	\$0	\$9,980,547
Contractual Services	\$0	\$309,500	\$0	\$320,716
Materials & Supplies	\$0	\$3,129,754	\$0	\$12,147,625
Internal Services	\$0	\$1,697,053	\$0	\$1,621,048
Total GF/non-GF	\$0	\$14,218,728	\$0	\$24,069,936
Program Total:	\$14,218,728		\$24,069,936	
Program FTE	0.00	70.50	0.00	71.50

Program Revenues

Other / Miscellaneous	\$0	\$25,966,174	\$0	\$35,545,817
Beginning Working Capital	\$0	\$1,500,000	\$0	\$3,270,582
Service Charges	\$0	\$2,071,727	\$0	\$2,156,986
Total Revenue	\$0	\$29,537,901	\$0	\$40,973,385

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78202-19 Facilities Operations and Maintenance

One Program Manager position added to address issues identified in the "Access to County Buildings" audit report. This position will provide oversight for identifying, recommending and implementing new Multco card access control procedures that are approved by County Senior Leadership.

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Program #78202B - Security Access Program

6/18/2019

Department: County Assets

Program Contact: Michael Strauch

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

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

Executive Summary

The Access to County Buildings Audit Report identified critical security risks due to inadequate controls for building access cards. In response to the audit, a position was added in program offer Facilities Operations and Maintenance (78202-A) to support the development and implementation of new access control procedures. This program adds professional services for trained security consultants to assist County leadership in defining security goals.

Program Summary

The County Auditor recommended: "Before the County can develop new policy and procedures, County leadership needs to define their security goals and use trained security professionals to work with departments, instead of FM Alarms, to make building access decisions." This program seeks to contract with experienced security professionals to assist with:

- Conducting building risk assessments to determine security access levels within the boundaries of the County's risk tolerances;
- Coordinating security efforts across departments and minimizing any redundancies that could be occurring;
- Checking departments' access levels, hours and days of week on the access card;
- Creating criteria for background checks for employees, contractors, volunteers, community partners and unpaid interns; and
- Establishing a security performance model that measures inputs and accomplishments to evaluate whether security investments produce results that align with the County's security goals.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete Building Risk Assessment	N/A	N/A	N/A	100%
Outcome	Establish County Security Governance Structure	N/A	N/A	N/A	100%

Performance Measures Descriptions

Output: Building risk assessment is critical to defining the level of security risk the County is willing to accept while maintaining welcoming and inclusive access for employees and the public.

Outcome: Creating a County Security Governance Structure is necessary to review and approve security policies and procedures for all County programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$150,000
Total GF/non-GF	\$0	\$0	\$0	\$150,000
Program Total:	\$0		\$150,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is requesting one-time only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Client Services program manages approximately 3.5 million usable square feet of County facilities space and is the customer service interface between County programs and Facilities and Property Management. The manager coordinates project planning and approval to ensure successful ongoing operations of buildings, including identifying projects for the 5-year capital improvement plans. The team coordinates all aspects of building management and related activities to ensure collaboration, communication and coordination for optimal programmatic service delivery.

Program Summary

Property managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each has direct oversight of their respective building portfolios, and is responsible for coordinating routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings. They are also responsible for helping to identify and prioritize needed building improvements delivered through the Capital Improvement Funds.

Property managers are instrumental in coordinating sustainability activities such as recycling, managing energy and utility usage, and using sustainable cleaning products in buildings, thus supporting the County's Climate Action Plan. Finally, Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others. One half of a position is dedicated to contract administration, managing approximately \$6.5 million in operational contracted services that support property management efforts. The team's manager provides coordination of building improvement project identification, scope, pricing and approval for work.

This program partially funds the Capital Improvements and Client Services Manager, who is an overall point of contact for the Facilities and Property Management Division for topics related to project management, the level of performance, process improvements, client communications, and customer service.

The Facilities and Property Management Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who may otherwise not have gainful employment.

The section coordinates the annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Annual Customer Expectation Survey score minimum percentage.	94%	85%	90%	85%
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

Output: Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement.

Outcome: All procurement activities must be in compliance with statutory mandates and contracting rules.

Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,226,684	\$0	\$1,264,715
Contractual Services	\$0	\$6,832,724	\$0	\$7,234,773
Materials & Supplies	\$0	\$110,481	\$0	\$661,305
Internal Services	\$0	\$294,882	\$0	\$300,207
Total GF/non-GF	\$0	\$8,464,771	\$0	\$9,461,000
Program Total:	\$8,464,771		\$9,461,000	
Program FTE	0.00	7.65	0.00	7.65

Program Revenues

Other / Miscellaneous	\$0	\$0	\$0	\$3,188,702
Total Revenue	\$0	\$0	\$0	\$3,188,702

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78203-19 Facilities Client Services

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

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

Executive Summary

This program offer is to continue a full time limited duration Facilities Specialist 3 in the Client Services Program to work as a Project Manager/Property Manager to support the existing, transitioning, and new homeless shelters. The position will coordinate with Joint Office of Homeless Services (JOHS), Facilities staff, shelter operators, vendors, and service providers to help ensure shelter facilities are successfully established and maintained from a building perspective.

Program Summary

Facilities supports the operations of three homeless shelters in County-owned buildings. The support of these shelters has placed a higher-than-anticipated load on the existing property management and project management staff, increasing their regular and overtime work. This position will offset that extra workload.

Facilities such as the DCJ East Campus South Bldg (Wy'East Shelter) and Walnut Park were not originally intended for residential use such as a homeless shelter but are needed to meet the current homelessness/housing emergency. Building systems are often strained. The coordination of keeping these kinds of facilities operational until permanent shelters can be brought on line, and a move made, is both critical and time-consuming. This position will support Facilities' coordination efforts for this ongoing work, as well as the operations of the Mead Shelter, Willamette Shelter and the Gresham Women's Shelter.

JOHS is working with Facilities to help identify and establish new shelters within the community in the coming years. This position will provide Property Management efforts to support the need to stand up new shelters on behalf of JOHS.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Provide Project Management/Property Management services to support JOHS building-related efforts.	N/A	10	1	1
Outcome	Number of JOHS shelters supported by position.	N/A	5	6	6

Performance Measures Descriptions

Output: Provide Project Management and/or Property Management services to support JOHS for building-related efforts supporting homeless shelters.

Outcome: Contribute to the operations, and/or establishment of new shelters supporting the homeless community, for 6 shelters.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$131,915	\$0	\$126,980
Materials & Supplies	\$0	\$5,300	\$0	\$8,020
Total GF/non-GF	\$0	\$137,215	\$0	\$135,000
Program Total:	\$137,215		\$135,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$137,215	\$0	\$135,000
Total Revenue	\$0	\$137,215	\$0	\$135,000

Explanation of Revenues

This program will be funded by one-time-only general funds.

Significant Program Changes

Last Year this program was: FY 2019: 78225-19 Facilities Dedicated Facilities Specialist for Shelter Transitions

Program #78204 - Facilities Capital Operation Costs

6/18/2019

Department: County Assets
Program Offer Type: Internal Service
Related Programs: 78205, 78206, 78213
Program Characteristics:

Program Contact: Alene Davis
Program Offer Stage: As Adopted

Executive Summary

This program consists of the Building Improvement Group, which delivers the projects from the County's 5-year Facilities Capital Improvement Plans. The program provides management and oversight of all the required improvements, construction, renovation and capital maintenance work in these buildings. The majority of the funding for this offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

Program Summary

This program provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and Minority Women Emerging Small Business (MWESB)(CÖBID) policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan. Project managers are also responsible for coordinating project activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving service delivery programs' operations in association with capital improvements. The result is buildings that are usable and functional for their intended uses.

Project Managers assure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, and Library District) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	57%	80%	80%	80%
Outcome	Percent of Primary Owned Buildings rated as Tier 1.	60%	54%	63%	65%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are actually completed in that fiscal year. Due to lack of staffing resources, some FY19 projects are planned to be completed in FY20 when additional staff will be added to the program. (PO's 78205 & 78206 & 78213).

PM #2: Percent of Primary (vs. Secondary) Owned Buildings rated as Tier 1. Increasing percentage a reflection of investment by County on ensuring adequate facilities to meet County Program needs.

Legal / Contractual Obligation

There are a number of projects carrying over into FY20 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,372,232	\$0	\$1,448,256
Contractual Services	\$0	\$90,000	\$0	\$90,000
Materials & Supplies	\$0	\$28,900	\$0	\$28,600
Internal Services	\$0	\$155,318	\$0	\$582,364
Total GF/non-GF	\$0	\$1,646,450	\$0	\$2,149,220
Program Total:	\$1,646,450		\$2,149,220	
Program FTE	0.00	9.30	0.00	9.30

Program Revenues

Other / Miscellaneous	\$0	\$1,646,450	\$0	\$1,801,232
Total Revenue	\$0	\$1,646,450	\$0	\$1,801,232

Explanation of Revenues

This program is primarily funded by the Capital Improvement (78205) and the Asset Preservation (78206) funds. Additional revenue comes from other departments in the form of service request work.

CIP Fees: \$807,016

AP Fees: \$994,216

Significant Program Changes

Last Year this program was: FY 2019: 78204-19 Facilities Capital Operation Costs

Internal service increase due to the program receiving its portion of the Administrative Hub Service charge.

Program #78205 - Facilities Capital Improvement Program

6/18/2019

Department:	County Assets
Program Offer Type:	Internal Service
Related Programs:	78204, 78206, 78213
Program Characteristics:	

Program Contact:	Alene Davis
Program Offer Stage:	As Adopted

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III buildings. The program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities for the operating programs that use them.

Program Summary

The Capital Improvement Program (CIP) provides funding for the annual 5-year Capital Plan that focuses on the County's 18 primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or is impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon.

The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program uses a PULSE (Planned Useful Life - System Evaluation) database to track building system life cycles.

Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	56%	80%	80%	80%
Outcome	Percent of Primary Owned Buildings rated as Tier 2 & 3.	42%	46%	47%	46%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. FY18 was a challenging year with a backlog of work and staff turn-over. The FY19 plan looks more realistically at the number of projects that can be completed this fiscal year, and the FY20 year plan is based upon the assumption of increased staff load to catch up on backlogged projects.

PM #2: Percent of Primary Owned Buildings rated as Tier 2 & 3. Targeting decreased percentage over time.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2020 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$9,179,789	\$0	\$16,165,873
Materials & Supplies	\$0	\$3,849,145	\$0	\$0
Capital Outlay	\$0	\$120,139	\$0	\$127,671
Total GF/non-GF	\$0	\$13,149,073	\$0	\$16,293,544
Program Total:	\$13,149,073		\$16,293,544	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Other / Miscellaneous	\$0	\$4,074,456	\$0	\$4,091,953
Financing Sources	\$0	\$286,364	\$0	\$313,973
Interest	\$0	\$39,037	\$0	\$7,200
Beginning Working Capital	\$0	\$7,500,797	\$0	\$13,970,471
Service Charges	\$0	\$1,239,038	\$0	\$233,799
Total Revenue	\$0	\$13,139,692	\$0	\$18,617,396

Explanation of Revenues

Fund 2507 Capital Improvement Program:

- 50000 BWC \$12 million from Routine Project Carryover
- 50000 BWC \$1.85 million from sales proceeds of Central Office
- 50236 IG City of Portland share of Justice Center Projects \$229,000
- 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$4.1 million
- 50320 Cash Transfer revenue from External Clients \$147,142, from Fund 3505 per repayment agreement \$158,046

Fund 2503 Asset Replacement Revolving Fund:

- BWC \$120,471 from carryover
- Loan repayment from Sandy Drainage Improvement Project \$6,000

Significant Program Changes

Last Year this program was: FY 2019: 78205-19 Facilities Capital Improvement Program

This offer increases BWC due to more projects having beginning working capital carryover.

Department: County Assets
Program Offer Type: Internal Service
Related Programs: 78204, 78205, 78213
Program Characteristics:

Program Contact: Alene Davis
Program Offer Stage: As Adopted

Executive Summary

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I buildings safe, reliable, functional and efficient for the operating programs that use them.

Program Summary

The Asset Preservation Program (AP) provides funding for the annual 5-year Capital Plan that focuses on the County's 35 primary owned Tier I buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It includes planned upgrades in equipment and systems intended to meet changing building needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. The AP Program is managed via the annual 5-year Capital Plans that focus on short-term requirements that are integrated with the long-term Facilities Asset Strategic Plan (FASP). The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings over three decades and then prioritizes and schedules needed work in the future. This allows Asset Preservation funds, bond/levy proceeds, grants,etc. to be invested based on priority, and optimizes return on investment.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	57%	80%	80%	80%
Outcome	Percent of Primary Owned Buildings rated as Tier 1.	49%	54%	53%	54%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.

PM #2: Percent of Primary Owned Buildings rated as Tier 1. Purchase of homeless shelters lowered anticipated Tier 1 percentage.

Legal / Contractual Obligation

There are a number of projects carrying over into FY20 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$12,430,522	\$0	\$16,514,395
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$12,430,522	\$0	\$16,514,395
Program Total:	\$12,430,522		\$16,514,395	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Other / Miscellaneous	\$0	\$3,792,659	\$0	\$4,655,476
Financing Sources	\$0	\$244,504	\$0	\$193,838
Interest	\$0	\$30,000	\$0	\$0
Beginning Working Capital	\$0	\$8,363,343	\$0	\$11,800,000
Service Charges	\$0	\$16	\$0	\$170
Total Revenue	\$0	\$12,430,522	\$0	\$16,649,484

Explanation of Revenues

50000 BWC from Routine Project Carryover \$11,800,000

50310 Intl Svc Reimbursement AP Fee from County Occupants \$4,657,402

50320 Cash Transfer revenue from External Clients \$150,166

50320 Cash Transfer revenue from Fund 3505 per repayment agreement for prior years \$41,954

Significant Program Changes

Last Year this program was: FY 2019: 78206-19 Facilities Capital Asset Preservation Program

Beginning Working Capital increase due to additional carryover due to delays in projects.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Interiors Group (formerly "Moves, Adds and Changes") provides support to all County departments for the purpose of systems furniture moves, adds and changes and modest renovation services for building interiors. The bulk of the cost of the program is recovered through costs settling to the departments requesting the service on an as-needed basis.

Program Summary

This program coordinates the moving, adding or changing of systems furniture throughout the County, as well as the inventorying of surplus systems furniture for later re-use. The team manages the move coordination for major and minor moves within the County. It also delivers project management services for interior building renovations requested by County programs.

The team consists of project managers knowledgeable in systems furniture, space design, and re-configurations. The team also coordinates the selection of interior finishes and furnishings, as appropriate.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Perform ongoing Customer Service Satisfaction Surveys with minimum score.	4.6	4.5	4.6	4.5
Outcome	Percent of new projects follow the County's new Workplace Modernization Initiative (WMI) standards.	NA	50%	65%	70%

Performance Measures Descriptions

Output: Perform ongoing Customer Service Satisfaction Surveys with overall minimum score of 4.5 on a 5-point scale.

Outcome: 70% of new projects follow the County's new Workplace Modernization Initiative (WMI) standards, contributing to the County's goals to modernize the workplace and support the County's values around diversity and equity.

Legal / Contractual Obligation

Must comply with building codes and ADA. For construction activities must meet permitting requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$656,426	\$0	\$672,077
Contractual Services	\$0	\$4,000	\$0	\$4,000
Materials & Supplies	\$0	\$23,400	\$0	\$27,057
Internal Services	\$0	\$48,871	\$0	\$47,283
Total GF/non-GF	\$0	\$732,697	\$0	\$750,417
Program Total:	\$732,697		\$750,417	
Program FTE	0.00	4.55	0.00	4.55

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78207-19 Facilities Moves, Adds and Changes (MACs)

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Program #78208 - Facilities Utilities Pass Through

6/18/2019

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program accounts for the energy and utility costs incurred in County facilities including electric, natural gas, water, sewer and waste/recycling for County owned buildings. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. The Facilities Director's Office monitors, evaluates, and approves payment, as well as recommends strategy for building utility expenses in an ongoing effort to increase operating efficiencies and reduce the financial impact on critical County programs and services.

Program Summary

Facilities and Property Management (FPM) is continuously evaluating energy and utility consumption across the County in order to identify anomalies, maximize saving energy opportunities and minimize the County's utility expenses. Utility expenses are a pass through charge to the building tenants that either occupy owned or leased space in facilities used for County operations.

Electric utilities constitute about half of the utility expenses followed by water/sewer, natural gas and waste/refuse. Facilities continues to work with the Office of Sustainability to educate building occupants on the value of resource conservation. The Energy-Utility Specialist in the Director's Office works with industry partners including the Energy Trust of Oregon, Oregon Department of Energy and the City of Portland to address operating efficiency and capture incentives for energy savings measures.

Utility rates fluctuate from year to year based on the availability of energy sources. These rates increase similar to the cost of inflation over time, but can vary based on economic factors. FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption and achieve Climate Action Plan goals. In FY 2018, the Board of County Commissioners resolved to purchase 100% of electricity through renewable energy sources, consequently the FY 2020 utility rates continues to include the cost of purchasing renewable energy credits.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Energy Use Intensity (Energy use per square foot)	74	71	72	70
Outcome	Percent reduction in carbon emissions	N/A	3%	3%	3%

Performance Measures Descriptions

Output: Energy Utility Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency.

Outcome: The Department of County Assets established the goal to reduce greenhouse gas emissions by 3% annually.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Materials & Supplies	\$0	\$5,944,965	\$0	\$6,150,000
Total GF/non-GF	\$0	\$5,944,965	\$0	\$6,150,000
Program Total:		\$5,944,965		\$6,150,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Other / Miscellaneous	\$0	\$5,944,965	\$0	\$5,440,020
Total Revenue	\$0	\$5,944,965	\$0	\$5,440,020

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78208-19 Facilities Utilities Pass Through

FY 2020 will be the first year that includes new Gladys McCoy Building.

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Department: County Assets

Program Contact: Scott Churchill

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Lease Management team supplements the County's owned real estate portfolio with leased space to ensure departments can deliver programs and services effectively and efficiently to their clients. In addition, lease management is responsible for leasing excess County building space to external clients to reduce vacancy impacts on County operations. These revenue leases supplement operations and help offset maintenance expenses. The priority is to lease to outside entities that complement existing County programs and services.

Program Summary

The Lease Management program is responsible for approximately 500,000 square feet, or 15%, of the County's portfolio. Lease Management works directly with departments to identify their space needs based upon existing and future program requirements, logistics, operating efficiencies, adjacency opportunities and schedules. Working strategically with Departments to assess future space needs, the staff identifies potential County owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to effectively position the Departments' needs and the overall County portfolio.

In addition, working with the Departments in assessing options, Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support including Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and protection of the County's interest.

To reduce vacancy rates and generate revenues that reduce overall rates, Lease Management also works with Departments to evaluate existing and potential vacant space to maximize space utilization. Excess space may be leased to external programs including community service organizations, government agencies and private entities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Proactively manage revenue and expense leases to meet occupant requirements	98%	99%	99%	99%
Outcome	Lease revenue and expenses align with annual budget projections	98%	99%	98%	99%

Performance Measures Descriptions

Output: Annual lease administration enforcement is managed through the Facilities Lease Administration database which tracks building data, property tax exemptions, lease expenses, lease rate adjustments, revenue reconciliation and lease renewal/termination dates.

Outcome: Assuring budget projections align with actual revenues and expenses ensures County program budgets reflect actual costs and decreases uncertainty.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$267,824	\$0	\$276,391
Contractual Services	\$0	\$55,000	\$0	\$55,000
Materials & Supplies	\$0	\$4,941,621	\$0	\$7,676,038
Internal Services	\$0	\$25,232	\$0	\$22,766
Debt Service	\$0	\$3,324,956	\$0	\$0
Total GF/non-GF	\$0	\$8,614,633	\$0	\$8,030,195
Program Total:	\$8,614,633		\$8,030,195	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues

Other / Miscellaneous	\$0	\$8,614,633	\$0	\$7,872,487
Total Revenue	\$0	\$8,614,633	\$0	\$7,872,487

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78209-19 Facilities Lease Management

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

FY 2020 expense reduction is primarily due to accounting changes related to the Lincoln (Five Oak) Building lease which was formerly classified as a capital lease. This is strictly an accounting issue and does not affect cash flow.

Department: County Assets

Program Contact: Scott Churchill

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Strategic Planning and Projects Program is responsible for developing, implementing, and tracking performance against the Facilities Asset Strategic Plan. The program delivers large scale facilities construction projects, evaluates and recommends strategic portfolio opportunities including acquisitions, dispositions, major project development, renovations, and strategic programming.

Program Summary

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); new and major redevelopment construction projects; property disposition and acquisition; pre-development and evaluation of major portfolio projects.

Phase II of the Facilities Strategic Planning initiated the assessment of potential renovation, modernization and seismic to determine the cost/benefit of specific investments in the portfolio. Condition assessments, cost estimates and programming evaluations are ongoing efforts. The program engaged a consulting firm to lead a Strategic Planning effort in FY 2019 and report out in FY 2020. Data gathering and department interviews are under way in FY 2019.

The County envisions completing \$450 million to \$600 million of new facility construction, remodeling, redevelopment and recapitalization over the next decade. This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities. This includes performing complex risk management, public process and other management functions. Integrating several disciplines into the design to achieve efficient building operations and maintenance is of utmost importance.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of dispositions of surplus property completed	2	4	4	1
Outcome	Completion of the FASP update by department	NA	NA	1	2

Performance Measures Descriptions

Output: Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets.

Outcome: Completion of department reviews for the Facilities Asset Strategic Plan FASP.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,084,020	\$0	\$1,130,721
Contractual Services	\$0	\$260,000	\$0	\$260,000
Materials & Supplies	\$0	\$0	\$0	\$9,840
Internal Services	\$0	\$138,924	\$0	\$144,439
Total GF/non-GF	\$0	\$1,482,944	\$0	\$1,545,000
Program Total:	\$1,482,944		\$1,545,000	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78210-19 Facilities Strategic Planning and Projects

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Department: County Assets

Program Contact: Scott Churchill

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

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

Executive Summary

Department of Community Services and Department of County Assets will undertake a Master Planning effort for the Vance Property. The purpose of the project is to develop and implement a feasibility study and a master planning process to propose options and recommendations for the future development of the county-owned parcels in this area. The outcomes of the planning will prioritize the needs and future uses of the Department of Community Services and other county departments. Stakeholder engagement and multi-jurisdictional partnership is integral to the process.

Program Summary

In FY 2019, the County authorized One Time Only funds to conduct environmental site technical studies and to initiate a master planning process. This program offer includes the continuation of the environmental assessment work, storm water retention analysis, and the master planning process.

The County is requesting these additional funds to assist with completing the work necessary to support a master planning effort on the properties. The purpose of this project is to develop an innovative Master Plan for the Vance property that will support current and future County programs, address the environmental issues of its past uses as well as provide planning for environmental remedies for future uses. The outcome will be a proposed development that will optimize County needs and provide optimal community benefit for neighborhood and residents surrounding the Properties.

The project is in the preliminary planning phase. The project team continues to gather information on the existing conditions of the Vance property and to develop a scope of work to engage with a master planning consultant to explore the redevelopment options for this property.

The project team is working closely with internal and external stakeholders and partners for project implementation. Additionally, this project has been listed as a priority project for the Governor's Regional Solutions Initiative.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Refinement of Master Plan	N/A	N/A	N/A	50%
Outcome	Redevelopment options for consideration	N/A	N/A	N/A	3

Performance Measures Descriptions

Output: The Master Planning process will be underway.

Outcome: Redevelopment options will lead to conceptual strategies for the master plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$150,000	\$0	\$300,000
Total GF/non-GF	\$0	\$150,000	\$0	\$300,000
Program Total:	\$150,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$150,000	\$0	\$0
Total Revenue	\$0	\$150,000	\$0	\$0

Explanation of Revenues

This program offer is requesting one-time-only Video Lottery Funds.

Significant Program Changes

Last Year this program was: FY 2019: 78224-19 Vance Property Master Plan

Program #78212 - Facilities Downtown Courthouse

6/18/2019

Department:	County Assets	Program Contact:	Scott Churchill
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics: One-Time-Only Request			

Executive Summary

The new Central Courthouse will replace the functionally obsolete 100 year old existing courthouse. The new courthouse will incorporate the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency.

Program Summary

The current Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. DAY CPM is acting as the Owner's Representative and assisting the County in delivering the project.

The County has procured the services of the SRG who have partnered with CGL Ricci Greene as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architectural design team has completed the design of the courthouse with input from various users and stakeholders. During the design phase the architect and CM/GC collaborated on the design to meet the project values and goals. The CM/GC prepared detailed cost estimates during the design phase and finalized a Guaranteed Maximum Price in September 2017. The Contractor continues to develop value engineering alternatives. The Contractor has completed installing the deep foundations, the concrete for each floor, and Structural topping off is complete. The Contractor is continuing installation of the mechanical, electrical and plumbing systems, as well as continued installation of the building facade.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Completion of concrete floors	N/A	100%	100%	N/A
Outcome	Building Structural Topping Out	N/A	100%	100%	N/A
Output	Completion of Courthouse Construction	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output: Complete placing of all of concrete for the 17 floors of the building

PM #2 Outcome: 100% completion of Building Structural - aka Structural Topping Out

PM #3 Output: Substantial Completion of Courthouse Construction

Legal / Contractual Obligation

- ORS 1.185 County to provide courtrooms, offices and jury rooms. (1) The county in which a circuit court is located or holds court shall:
 - (a) Provide suitable and sufficient courtrooms, offices and jury rooms for the court, the judges, other officers and employees of the court and juries in attendance upon the court, and provide maintenance and utilities for those courtrooms, offices and jury rooms.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$69,608	\$0	\$177,051
Contractual Services	\$0	\$213,063,012	\$0	\$111,498,571
Internal Services	\$0	\$3,630	\$0	\$7,474
Total GF/non-GF	\$0	\$213,136,250	\$0	\$111,683,096
Program Total:	\$213,136,250		\$111,683,096	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Intergovernmental	\$0	\$92,600,000	\$0	\$37,842,337
Other / Miscellaneous	\$0	\$400,000	\$0	\$775,000
Financing Sources	\$0	\$29,324,743	\$0	\$0
Beginning Working Capital	\$0	\$90,892,883	\$0	\$68,000,000
Service Charges	\$0	\$0	\$0	\$5,125,000
Total Revenue	\$0	\$213,217,626	\$0	\$111,742,337

Explanation of Revenues

- \$68,000,000 working capital carryover of unrestricted funds from FY 2019.
- \$37,842,337 in State Bonds to match 49% of approved county expenses.
- \$5,125,000 from Oregon Justice Department side-project
- \$375,000 management fee for managing Oregon Justice Department side-project
- \$400,000 in Energy Tax Credits from Energy Trust of Oregon.

Significant Program Changes

Last Year this program was: FY 2019: 78212-19 Facilities Downtown Courthouse

Decrease of \$101.5 million from FY 2019 as construction is underway and projected to be completed in FY 2020.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs: 78204

Program Characteristics:
Executive Summary

The Library Construction (Capital) Fund is a Capital Program designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the Library District's buildings safe, reliable, functional and efficient.

Program Summary

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services with space that meets their program needs. The program focuses on the 15 owned buildings occupied by the Library District and provides the funding to complete capital projects within these buildings. Capital funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan is managed via the annual 5-year Capital Plan that focuses on short-term requirements that are integrated with the long-term Library District facility needs.

The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Libraries over three decades and then prioritizes and schedules needed work in the future. This allows the Library Capital fund to be invested based on priority, and optimizes return on investment.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	61%	85%	80%	80%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually.	1	1	1	1

Performance Measures Descriptions

PM#1--Percent of Library District projects planned for completion in a fiscal year that are completed that fiscal year.
PM#2--Provide the Library District with a 5-yr Capital Improvement plan updated annually.

Legal / Contractual Obligation

There are a number of projects carrying over into FY20 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$4,037,437	\$0	\$5,332,881
Total GF/non-GF	\$0	\$4,037,437	\$0	\$5,332,881
Program Total:		\$4,037,437		\$5,332,881
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Other / Miscellaneous	\$0	\$1,457,122	\$0	\$2,632,881
Beginning Working Capital	\$0	\$2,580,315	\$0	\$2,700,000
Total Revenue	\$0	\$4,037,437	\$0	\$5,332,881

Explanation of Revenues

\$2,700,000 ~ 50000 BWC Estimated carry forward of ongoing projects
\$2,632,881 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Library Buildings

Significant Program Changes

Last Year this program was: FY 2019: 78213-19 Library Construction Fund

The Library District has chosen to increase the funding level for FY20 to better meet the needs of their building stock by investing in capital improvement projects.

Program #78214 - Health Headquarters Construction

6/18/2019

Department:	County Assets	Program Contact:	Scott Churchill
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics: One-Time-Only Request			

Executive Summary

This project is to construct a new headquarters and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland. The facility will be approximately 157,000 square feet and located on the easterly half of the block U immediately adjacent to the Bud Clark Commons building. The project team is focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building will be an attractive and durable asset which complements the neighborhood.

Program Summary

The proposed Gladys McCoy building is a headquarters for the Multnomah County Health Department. It is an approximately 157,000 gross square foot, nine story structure located on the easterly portion of a block in Portland's Central City. The building will have a public entry sequence fronting on NW 6th Avenue & NW Hoyt St. Major elements at the ground floor are an Emergency Preparedness and Response center; a pharmacy; a vaccine depot; a loading dock and related service functions and a security desk. The upper eight floors house a variety of Health Department functions: Office of the Director; Deputy Director; Business, Financial & Quality Services; Community Health Services; Director of Nursing; Health Officer; Human Resources & Workforce Development; Integrated Clinical Services; Laboratory services; Communicable Disease services; and Public Health & Community Initiatives. Clinics are located on lower floors to facilitate public access; workplace is located on upper floors. Vertical circulation, restrooms for public use and staff use, break rooms, mechanical rooms, and other ancillary program spaces are distributed throughout the building.

Design Review was approved on November 10, 2016. The Board of County Commissioners approved Resolution 2016-115 on November 10, 2016 to authorize the Early Work Package. The Ground Breaking Ceremony was held on December 14, 2016 and 100% construction documents were delivered on January 13, 2017. Construction began on February 17, 2017 and the Board of County Commissioners approved the resolution 2017-051 on June 15, 2017 to authorize the GMP amendment with JE Dunn Construction. The steel structure has been completed and a topping ceremony was held December 6, 2017. Construction is on track to be completed in FY 2019. Project construction audit will be conducted and completed in FY 2020.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Construction of the Gladys McCoy Building is complete	N/A	100%	100%	N/A
Outcome	Health Department can deliver services from this location	N/A	100%	100%	N/A
Output	Completion of project construction audit	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1: The metric (output) is completing the construction of the Gladys McCoy Building.

PM #2: Health Department can deliver services from this location.

PM #3: Audit of project construction costs and contract compliance to be completed by independent external auditor.

Legal / Contractual Obligation

IGA with Portland Development Commission (PDC) granting funds to the County for the subject project construction.
IGA with Portland Housing Bureau (PHB) granting property to the County for the subject project construction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$72,167	\$0	\$0
Contractual Services	\$0	\$31,584,541	\$0	\$7,500,000
Unappropriated & Contingency	\$0	\$121,271	\$0	\$0
Total GF/non-GF	\$0	\$31,777,979	\$0	\$7,500,000
Program Total:	\$31,777,979		\$7,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Other / Miscellaneous	\$0	\$9,500,000	\$0	\$0
Beginning Working Capital	\$0	\$22,303,676	\$0	\$7,500,000
Total Revenue	\$0	\$31,803,676	\$0	\$7,500,000

Explanation of Revenues

FY 2020 Revenues are:

- \$7.5 million carryover from FY 2019

Significant Program Changes

Last Year this program was: FY 2019: 78214-19 Health Headquarters Construction

Decreases \$24.3 million as construction is underway and projected to be completed in FY 2019.

Department: County Assets

Program Contact: Scott Churchill

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

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

Executive Summary

This program offer is for the development and execution of the strategy to relocate the Multnomah County Sheriff's Office (MCSO) Law Enforcement Division to an efficient, economical and sustainable facility appropriately sized and sited to deliver critical public safety services to the citizens of Multnomah County.

Program Summary

The Sheriff's Office moved to the Hansen Building complex, corner of NE Glisan and NE 122ND Avenue in 1976. The Hansen Building was built in 1956 as a County health clinic. Due to the buildings infrastructural needs, seismic liability, inefficient layout, security challenges and the distance to the Sheriff's current service districts, it no longer meets the operational requirements of a modern law enforcement agency. In FY 2017, the majority of the Sheriff's Office staff moved to the the Penumbra Kelly Building at 4747 E Burnside in Portland. (The Hansen Building is now used as a temporary shelter).

In FY 2015, Phase 1 of the project including the Project Plan and Programming was completed along with conceptual budget estimate to the Board followed as well as a request for approval for Phase 2 Project Delivery and Development Plan according to the FAC 1 Administrative Procedure. In FY 2017, a 3.54 acre parcel of land adjacent to the Troutdale Police Command Center was acquired by the County as a potential relocation site. Given changes in the local public safety environment, including the election of a new Multnomah County Sheriff in FY 2017, and policing discussions with other local cities, we continue to explore opportunities to meet the needs of Sheriff's Office. The ownership of Troutdale property does not align with the new Strategic Plans from the Sheriff's Office. Disposition options are being considered for the Troutdale parcel. MCSO Business Case continues to be developed and refined for Approval by the Chair in FY 2019. A number of potential sites for consolidation continue to be considered.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Assessment of MCSO overall facilities needs	N/A	100%	100%	N/A
Outcome	Site Selection for MCSO facilities	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1 Output--An overall assessment of MCSO facilities and work space needs will be conducted considering the Consolidation of Hansen, Kelly, Columbia Gorge and the Multnomah Building as well as overall needs.

PM #2 Outcome--Once successful Site Selection is complete, this will allow Lease Approval, Construction and Tenant Improvements to progress.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$4,166,405	\$0	\$4,255,896
Total GF/non-GF	\$0	\$4,166,405	\$0	\$4,255,896
Program Total:		\$4,166,405		\$4,255,896
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Beginning Working Capital	\$0	\$4,166,405	\$0	\$4,255,896
Total Revenue	\$0	\$4,166,405	\$0	\$4,255,896

Explanation of Revenues

This program offer will be funded with \$4,255,896 in carryover from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 78218-19 MCSO Facilities Relocation and Reconfiguration

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Department of Community Justice (DCJ) and the Facilities and Property Management Division (FPM) identified the need to acquire an asset in a mid-County location to consolidate four separate sites. In FY 2017, the County purchased a three building office development property with approximately 36,000 rental square feet located on a 2.46 acre site at 1245-1415 SE 122nd Ave in Portland. DCJ will occupy just the North and West buildings of the Campus. The South Building will be available for other Program use.

Program Summary

This program envisions the co-location of DCJ District Managers, Parole and Probation units, space for Teaming Partners, a client Resource Center, a Training Facility for Parole Officers, a Community Services support facility and convenient staff amenities including break areas, respite room, fitness room and showers. This will increase operational efficiency, align departmental points of service with their client base and eliminate the lease risks associated with the existing leased facilities.

Goals for this new Mid-County facility include:

- Creating a campus environment that serves clients in a centrally located and easily accessible area
- Providing a community resource center
- Providing a safe and secure facility for staff, clients and neighbors
- Achieving cost efficiency by co-locating services
- Increasing efficiency of work areas in terms of hoteling and space utilization
- Supporting public transit and providing convenient transit connections for staff and clients

In FY 2019, FPM completed design and construction documents to renovate the existing buildings. Staff will be relocated into Modular Offices on the Hansen site during construction. Construction is planned to begin Spring 2019 and span 12 to 18 months.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete schematic design, design documents and construction documents for permit application	N/A	100%	100%	N/A
Outcome	Maintain DCJ Mid County Operations during the Construction period.	N/A	N/A	N/A	100%
Output	FAC-1 Presentation to BCC	N/A	N/A	N/A	1

Performance Measures Descriptions

PM 1 Output: Completion of schematic design, design documents and construction document including permitting application.

PM 2 Outcome: Maintain DCJ Mid County Operations during Construction period.

PM 3 Output: FAC-1 Presentation to BCC

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$8,883	\$0	\$0
Contractual Services	\$0	\$7,116,852	\$0	\$6,746,499
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$24,596	\$0	\$0
Total GF/non-GF	\$0	\$7,150,331	\$0	\$6,746,499
Program Total:	\$7,150,331		\$6,746,499	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Beginning Working Capital	\$0	\$7,259,712	\$0	\$6,000,000
Total Revenue	\$0	\$7,259,712	\$0	\$6,000,000

Explanation of Revenues

This program offer will be funded by beginning working capital carried over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 78220-19 DCJ East County Campus

Originally the entire three building campus was purchased for use by DCJ Programs. DCJ has elected to occupy just the North and West buildings of the Campus. The South building is occupied by JOHS for use as a Shelter based on a Temporary Conditional Use Permit.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

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

Executive Summary

The Multnomah County Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a detention center. The security electronics were overhauled in 2006, when new Programmable Logic Controllers and touch panels were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility.

Program Summary

This carryover project is currently in progress. Bids closed in mid-January, 2019. Once awarded, coordination of scheduled work will need to be arranged between Contractor and MCSO before final schedule is determined. Under this project, the intercom and video surveillance systems will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities (Inverness and the Juvenile Center), and have become the standard for the County. This project will identify areas with inadequate video coverage, add new cameras and technologies as necessary to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years, with appropriate maintenance and software upgrades.

This project will replace 5 different systems:

- 1 - INTERCOM SYSTEM: The intercom system provides inter communications between the various control centers to their associated inmate cells, movement doors, and other locations where immediate, highly intelligible 2-way audio is needed.
 - 2- VIDEO SURVEILLANCE SYSTEM: The video surveillance system provides visual supervision and 60 minutes of recording time for inmate and public areas of the facility, and provides for automated call-up of associated images whenever door control or intercom communications functions are in use.
 - 3 - PLC/TOUCHSCREEN SYSTEMS: The current PLC's, which are the brains of the system, are Modicon Quantum series by Schneider Electric, and are in good condition, although the CPU's do not support the current Unity programming software.
 - 4 - ACCESS CONTROL SYSTEM: The access control system allows the staff to enter doors and areas without control room intervention, using card or token readers at each door or elevator, and is also used for interlock override by the control room staff.
 - 5 - ADMINISTRATIVE INTERCOM PHONE SYSTEM: The facility has an administrative intercom phone system, consisting of a network of dedicated detention-grade master phone stations that allow for fast and easy inter communications between control room officers, management, medical, and other detention-oriented locations.
- The order of the system implementation will be planned based on risk and inter-dependencies. The FAC-1 process will be followed with periodic Board check ins.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Prioritized order for system implementation	NA	1	1	1
Outcome	Percent of systems successfully implemented	NA	100%	10%	100%

Performance Measures Descriptions

PM #1-Output--A list of the prioritized order of implementation will be completed considering risk and inter-dependency.
PM #2-Outcome--Anticipated that 100% of the systems implementation will be completed in FY 2020. FY19 100% planning, design, bidding, negotiation and start of implementation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$3,600,000	\$0	\$4,771,626
Total GF/non-GF	\$0	\$3,600,000	\$0	\$4,771,626
Program Total:	\$3,600,000		\$4,771,626	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Beginning Working Capital	\$0	\$3,500,000	\$0	\$3,400,000
Total Revenue	\$0	\$3,500,000	\$0	\$3,400,000

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 78221-19 MCDC Detention Electronics

Department:	County Assets	Program Contact:	Alene Davis
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics: One-Time-Only Request			

Executive Summary

This program offer will fund essential repairs to the Multnomah County Sheriff Office (MCSO) River Patrol boathouses and related facilities. These repairs will address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structure. In FY 2019, MCSO will restart contributions to the Capital Improvement Fund (CIP) for future capital needs.

Program Summary

A study was recently commissioned by Facility and Property Management (FPM) and completed in February, 2018 to determine the scope of deferred maintenance required for the MCSO River Patrol boathouses, docks, and ramps, eight structures in total. Deferred maintenance in the amount of ~\$2 million was identified by the contracted architecture/engineering firm. Of the ~\$2 million, \$1,036,728, is considered to be essential to address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structures. We currently have an imminent danger correction notice for all Columbia River Patrol boathouses from an electrical inspector to prevent Electrical Shock Drowning (ESD).

This program offer is asking for the cost of identified essential work to ensure the safety of County staff and the public, and to ensure that compliance with code requirements is not delayed. Funding for the remaining work identified in the study will be evaluated at a later date. Funded work will be managed by the Department of County Assets (DCA) FPM Capital Improvement team. Structures identified that need improvements include: B496 Willamette River Boathouse; B307 Columbia River Gleason Landing River Patrol, B493 Boathouse 1, B494 Boathouse 2, and B495 Boathouse 3, and the fueling dock; B309 Columbia River Chinook Landing Boathouse; and the B499 Columbia River Bonneville Boathouse.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete essential deferred maintenance boathouses.	NA	100%	50%	100%
Outcome	MSCO boathouses/floating buildings meet minimum code and safety compliance.	NA	100%	50%	100%

Performance Measures Descriptions

Output: Complete essential deterred maintenance on MCSO River Patrol boathouses/buildings/ramps/docks in order to reduce the ongoing rapid deterioration of the assets.

Outcome: Bring MCSO River Patrol boathouses/buildings/ramps/docks up to minimum levels of code and safety compliance.

Legal / Contractual Obligation

An imminent danger correction notice for all Columbia River Patrol boat houses from electrical inspector to prevent Electrical Shock Drowning (ESD).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$1,036,728	\$0	\$1,026,349
Total GF/non-GF	\$0	\$1,036,728	\$0	\$1,026,349
Program Total:	\$1,036,728		\$1,026,349	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$1,036,728	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,033,521
Total Revenue	\$0	\$1,036,728	\$0	\$1,033,521

Explanation of Revenues

\$1,033,521 working capital carry over from FY 2019

Significant Program Changes

Last Year this program was: FY 2019: 78227-19 MCSO River Patrol Boathouses Capital Improvements

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

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

Executive Summary

Inmates in the Multnomah County Detention Center (MCDC) often have diagnosed mental health issues, can be experiencing depression, and are usually at a time of crisis in their lives. The Sheriff's Office has set suicide prevention as a primary goal and is committed to providing a safe and secure housing environment for all inmates in MCDC by structuring the buildings, dormitories, and cells to be free of any hazards, including ones developed by inmates. This program offer improves MCDC by funding the replacement of wall-mounted cell lights and completing the cell window cover project.

Program Summary

At the Multnomah County Detention Center (MCDC), the design of the existing detention light fixtures creates a gap between the wall and the fixture. This gap can't be filled with epoxy because the entire housing must be removed in order to replace the bulb.

The Facilities & Property Management has identified maximum security replacement fixtures which would eliminate the gap, thus, reducing the risk of suicide attempts. These new security fixtures are also equipped with LED lamps, providing up to 50,000 hours of useful life, and a significant energy cost savings over the existing bulbs. This program offer would replace the current wall mounted fixtures in all 448 cells at MCDC.

The Multnomah County Detention Center Jail was originally designed with cell window frames that have exposed edges which are a safety concern for inmates and staff. The frames themselves have edges that sheets can be tied to, and also there can be cracked and exposed grout by the frame which can be broken out and used for weapons. A project was started in 2011 to use a protective metal frame covering the exposed existing frame edges in each cell. To date the 4th and 8th floors have been completed, but floors 5, 6 and 7 still have 75 cells that need to have this suicide risk addressed. This program offer provides the funding to finish the project.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of cells with lighting replaced.	NA	448	336	448
Outcome	Number of cells with window covers installed	NA	75	56	75

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$950,000	\$0	\$300,000
Total GF/non-GF	\$0	\$950,000	\$0	\$300,000
Program Total:	\$950,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$950,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$300,000
Total Revenue	\$0	\$950,000	\$0	\$300,000

Explanation of Revenues

\$300,000 working capital carry over from FY19

Significant Program Changes

Last Year this program was: FY 2019: 78228-19 MCDC Cell Lighting and Window Covers

Program #78232 - Health Syringe Boxes

6/18/2019

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

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

Executive Summary

Sharps drop boxes are a community-based disposal strategy which encourages safe disposal of used syringes by people who use injection drugs and provides the public with a convenient disposal option. In FY19, Multnomah County led a multi-jurisdictional Healthy Streets pilot to expand the number of sharps drop boxes in our community. In April of 2019, 14 new SDBs were sited across the community, bringing the total number of SDBs to 17. In FY20, the County will continue to provide support in implementing the expanded pilot and will track its success in reducing waste.

Program Summary

Improper syringe disposal has posed an ongoing waste management challenge for some time, and the national opioid epidemic has contributed to this growing problem in recent years. Opioid use and dependence across the country has led to a sustained rise in injection drug use and syringe debris.

Community members have become increasingly concerned about syringes found in neighborhoods, public spaces and businesses. In response, Multnomah County, the City of Portland, TriMet, Downtown Clean & Safe and Metro created the Healthy Streets pilot program to test the impact of SDBs on reducing syringe waste. The Healthy Streets pilot project is one component of a strategy to reduce the number of improperly discarded syringes and provide the public a safe community-based disposal option.

Sharps disposal boxes create a 24/7 disposal option for safe disposal of syringes by community members finding used syringes. In partnership with other jurisdictions, the County has developed a website and communication materials to support the public in taking action when finding syringes. After reviewing existing designs for syringe drop boxes, the Healthy Streets pilot partners agreed to design and fabricate a unique, more tamper resistant syringe box. The procurement, design and fabrication of these boxes took longer than expect, and the boxes were installed in April 2019. In FY20, the County will continue to play a coordination role in maintaining and servicing sharps boxes, tracking the success of the program and working with other jurisdiction partners. A total of 17 boxes will be operation throughout the county in FY20.

Health Department will manage the biohazard vendor contract and payments. Facilities and Property Management will act as liaison for the Health Department regarding, service calls, installation and repair of boxes.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of sharps disposal boxes maintained	N/A	5	5	5
Outcome	Number of jurisdictional partnerships maintained	N/A	4	5	5
Output	Total number of sharps disposal boxes in the community	2	5	17	17

Performance Measures Descriptions

Output-Number of sharps disposal boxes maintained

Outcome- Number of jurisdictional partnerships maintained

Output-Total number of sharps disposal boxes in the community

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Materials & Supplies	\$0	\$0	\$0	\$50,000
Total GF/non-GF	\$0	\$0	\$0	\$50,000
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$0	\$0	\$50,000
Total Revenue	\$0	\$0	\$0	\$50,000

Explanation of Revenues

This is a one-time-only request for general funds.

Significant Program Changes

Last Year this program was: FY 2019: 40061B-19 Safe Sharps Disposal

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

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

Executive Summary

The IT Innovation and Investment Projects offer provides funding and governance for one-time-only IT capital projects. The offer provides continued funding for projects currently in progress as well as funding for replacement of high risk software applications and priority system initiatives. The IT Planning, Projects, and Portfolio Management group manages the capital expenditures for this program offer.

Program Summary

The IT Planning, Projects, and Portfolio Management group provides oversight to the programs and projects within this program offer. For Fiscal Year 2020 the programs and projects included within this program offer are:

- Technology Improvement Program (TIP): Based on the funding available in FY 2020, specific projects will be initiated to replace prioritized obsolete technology.
- Health System Transformation Program: The primary focus for FY 2020 will be to expand the Service Coordination Portal Engine.
- Budget System (Questica) Enhancements Project: In FY 2020, the reporting requirements will be evaluated for enhancements.

Projects initiated within the IT Innovation and Investment program offer become part of the County's Digital Strategy Priority Projects Portfolio. These projects are managed using industry-based project management practices. Monthly reporting is provided and is available on the County's Commons Intranet for County leadership.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of projects monitored per monitoring process	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	12	12	12	12

Performance Measures Descriptions

PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.

PM #2 Outcome - This measure is designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This measure helps provide transparency to the work of County IT.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$178,128	\$0	\$194,896
Contractual Services	\$0	\$1,319,294	\$0	\$959,583
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$1,497,422	\$0	\$1,154,479
Program Total:	\$1,497,422		\$1,154,479	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$1,497,422	\$0	\$1,154,479
Total Revenue	\$0	\$1,497,422	\$0	\$1,154,479

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2020 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2019: 78301-19 IT Innovation & Investment Projects

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The IT Planning, Projects, and Portfolio Management offer focuses on the processes, procedures, and tools necessary to support the successful management of strategic IT projects. The program also includes oversight of the one-time-only Board of County Commissioners approved projects, as well as ensuring project management standards and processes are in place across the Department of County Assets Division of Information Technology.

Program Summary

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects following adopted project management practices. This program is responsible for the Demand Planning function throughout the IT portfolio.

This program coordinates and manages the annual strategic planning and review process. The planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements associated with strategic projects. In FY 2018, the full IT Project Portfolio consisted of 265 projects active during the course of the year and 144 projects were completed during the year. The Planning, Projects, and Portfolio Management group maintains the County's Digital Strategy Priority Projects Portfolio consisting of approximately 10-15 of the highest priority projects across the County. Progress on the projects within this portfolio are reported and shared monthly through the County's intranet.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	82	80	81	80
Outcome	Number of strategic reports shared with leaders improving transparency.	3	3	3	3
Outcome	Percent of strategic projects completed on time per project schedules baseline.	71%	80%	80%	80%

Performance Measures Descriptions

PM #1 Output- Measure #1-Designed to ensure that project management staff are working on planned projects.

PM #2 Outcome - Designed to ensure that information concerning strategic IT projects are consistently shared with County leadership. Provides transparency to IT work.

PM #3 Outcome - Designed to measure one element of project success, and help ensure that resources are applied to the most strategic projects.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,428,364	\$0	\$1,949,457
Contractual Services	\$0	\$40,000	\$0	\$40,000
Materials & Supplies	\$0	\$184,202	\$0	\$178,705
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$1,652,966	\$0	\$2,168,562
Program Total:	\$1,652,966		\$2,168,562	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues

Other / Miscellaneous	\$0	\$1,652,966	\$0	\$2,168,562
Total Revenue	\$0	\$1,652,966	\$0	\$2,168,562

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78302-19 IT Planning, Projects & Portfolio Management

Program #78303 - IT Help Desk Services

6/18/2019

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Help Desk program offer provides a single point of contact for computer system troubleshooting, information, mobile device support and technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Customer service oriented, professional staff provide support, track service requests, answer questions, offer informal instruction, resolve problems or escalate issues to other IT teams, when necessary.

Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 6,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. The Help Desk provides support of mobile devices in use by County staff. Mobile support includes setup and delivery of mobile phones, support to those using County mobile devices and management of mobile phones in the County's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable County employees to focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 64% are resolved at the Help Desk. The other 36%, that are not able to be resolved at the Help Desk, are escalated to Level 2 IT support for resolution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of customer tickets processed	30,000	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned.	5%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	64%	60%	60%	60%

Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.

PM #2 Output – Percent of calls to the Help Desk that are abandoned. This should be between 0-5 percent per industry standards.

PM #3 Outcome - Percent of calls resolved at the Help Desk without requiring escalation. Target is 60%.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$966,497	\$0	\$1,165,203
Materials & Supplies	\$0	\$7,400	\$0	\$7,244
Total GF/non-GF	\$0	\$973,897	\$0	\$1,172,447
Program Total:	\$973,897		\$1,172,447	
Program FTE	0.00	7.40	0.00	8.40

Program Revenues

Other / Miscellaneous	\$0	\$973,897	\$0	\$1,172,447
Total Revenue	\$0	\$973,897	\$0	\$1,172,447

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78303-19 IT Help Desk Services

Position 702251 added from Program Offer 78306-20 (IT Network Services).

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Telecommunications program manages all voice and video communication services for over 6,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners, and employees.

Program Summary

The County maintains an enterprise voice system that processes over 25,000 incoming calls and voicemails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for over 6,000 customers across all County locations. Telecom works closely with departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom including office relocations, new facility provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	98%	98%	98%	98%

Performance Measures Descriptions

PM #1 Output - High priority incidents are problems that cause service disruptions. This measure is designed to ensure problems reported to the Help Desk are logged, assigned and dispatched to technicians as a priority.

PM #2 Outcome - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$928,151	\$0	\$996,498
Contractual Services	\$0	\$120,000	\$0	\$130,000
Materials & Supplies	\$0	\$1,401,976	\$0	\$2,194,199
Internal Services	\$0	\$16,200	\$0	\$16,200
Capital Outlay	\$0	\$0	\$0	\$40,000
Total GF/non-GF	\$0	\$2,466,327	\$0	\$3,376,897
Program Total:	\$2,466,327		\$3,376,897	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues

Other / Miscellaneous	\$0	\$2,298,612	\$0	\$2,058,018
Beginning Working Capital	\$0	\$0	\$0	\$1,102,414
Service Charges	\$0	\$167,715	\$0	\$216,465
Total Revenue	\$0	\$2,466,327	\$0	\$3,376,897

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78304-19 IT Telecommunications Services

Beginning Working Capital carryover for CISCO ELA license renewal.

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Mobile Device Expense Management program provides centralized management of all wireless voice and data communications for approximately 4,500 County employees. The services provided by this program facilitate communication with citizens, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet computers, smart phones, and aircards.

Program Summary

The County maintains approximately 2,000 wireless devices. This group works closely with Departments to identify wireless communication needs then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices. This group works closely with IT, Desktop, and Security, as well as Departments to identify mobile communication needs, then sources and/or negotiates the services for delivery to internal County customers.

In addition to managing risk, a primary goal is to continue to improve the costs of the services over the prior year. Each year, the aggregate overall expenses relating to County owned mobile devices are translated into an average cost per minute metric and average cost per device. The baseline averages are used as the basis for cost savings calculations. The total overall costs include personnel and non-personnel expenses plus the costs for all wireless services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% of processed new and replacement mobile device requests including audit of carrier records for exceptions	99%	99%	99%	99%
Outcome	Reduce overall cost over prior year	4%	2%	2%	2%

Performance Measures Descriptions

PM #1 Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.

PM #2 Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$107,284	\$0	\$95,913
Materials & Supplies	\$0	\$1,042,464	\$0	\$1,119,383
Total GF/non-GF	\$0	\$1,149,748	\$0	\$1,215,296
Program Total:	\$1,149,748		\$1,215,296	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues

Other / Miscellaneous	\$0	\$1,149,748	\$0	\$1,215,296
Total Revenue	\$0	\$1,149,748	\$0	\$1,215,296

Explanation of Revenues

This program offer is funded via the collection of a monthly service fee charged to each wireless device holder of record. The service fee is collected through the IT Internal Service Rate collection process.

Significant Program Changes

Last Year this program was: FY 2019: 78305-19 IT Mobile Device Expense Management

Number of mobile devices increased by 115 devices which drives voice and data increases.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Network Services program includes both the Wide Area Network (WAN) and Security Programs. The WAN group provides a stable and secure network for data communications between County buildings, data centers, and to external networks. The Security group is focused on cybersecurity functions associated with protecting the County's information assets.

Program Summary

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. Large projects coordinated by WAN Services include office relocations, new facility provisioning, and remodeling. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data.

The Security program is responsible for instituting appropriate cost-effective safeguards to provide reasonable assurance around the security of Multnomah County's IT information assets. The security team achieves this through policy development, audit and compliance monitoring, incident response and investigations, system monitoring, identity and access management, encryption and antivirus as well as education and awareness. The Security program is responsible for the implementation and on-going monitoring of the security rule of the HIPAA regulation including the investigation of incidents and/or breaches in cooperation with the County's Privacy Officer.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance	99.9%	99.9%	99.9%	99.9%
Outcome	County workstations with security antivirus agent installed with current virus signatures	95%	95%	95%	95%
Outcome	County employees exposed to cyber awareness training through managed phishing	80%	80%	80%	80%

Performance Measures Descriptions

PM #1 Designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

PM #2 Designed to minimize the impact of cybersecurity incidents involving county computers.

PM #3 Designed to train users to spot phishing and spear phishing attacks in order to thwart phishing scams.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,694,447	\$0	\$2,586,097
Contractual Services	\$0	\$120,000	\$0	\$120,000
Materials & Supplies	\$0	\$2,993,326	\$0	\$3,605,608
Internal Services	\$0	\$1,000	\$0	\$1,000
Capital Outlay	\$0	\$2,800	\$0	\$0
Total GF/non-GF	\$0	\$5,811,573	\$0	\$6,312,705
Program Total:	\$5,811,573		\$6,312,705	
Program FTE	0.00	13.00	0.00	11.00

Program Revenues

Other / Miscellaneous	\$0	\$5,811,573	\$0	\$6,312,705
Total Revenue	\$0	\$5,811,573	\$0	\$6,312,705

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78306-19 IT Network Services

Increase in circuit costs for new buildings and services (AWS/Azure). Software increase for investments in IT Security. Position 702251 moved to Program Offer 78303 (IT Help Desk Services) and position 714940 moved to Program Offer 78312 (IT Data & Reporting Services).

Program #78307 - IT Desktop Services

6/18/2019

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Desktop Services program supports end users with desktops, laptops, tablets, smartphone's, printers, multifunction device vendor management, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal of all devices. Remote and on-site support are provided to improve user productivity.

Program Summary

Desktop Services manages over 7,000 County devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide citizens with access to view public records on-line. The desktop team is responsible for life cycle management (renewal and replacement), software upgrades and inventory management for all desktop devices. Desktop support staff follow best practices for standardization, resulting in faster performance, reliability, better stability and greater security. They are also an escalation point for Help Desk ticket resolution. The Desktop Services team actively researches new technology to improve services and reduce the County's carbon footprint. This team also performs support for the County's computer training rooms.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	95%	95%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	90%	90%	90%	90%
Outcome	Device refresh occurs within 3 months of warranty end date	70%	70%	70%	70%

Performance Measures Descriptions

PM #1 Output Measure - This measures moves of County staff desktop devices from one County location to another.

PM #2 Outcome Measure - This measures our ability to have desktops ready when employee arrives to work on their first day.

PM #3 Outcome Measure - This measures our ability to replace aging desktop devices.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,232,141	\$0	\$2,484,820
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$48,650	\$0	\$49,199
Internal Services	\$0	\$22,500	\$0	\$0
Total GF/non-GF	\$0	\$2,373,291	\$0	\$2,604,019
Program Total:	\$2,373,291		\$2,604,019	
Program FTE	0.00	17.00	0.00	17.00

Program Revenues

Other / Miscellaneous	\$0	\$2,373,291	\$0	\$2,604,019
Total Revenue	\$0	\$2,373,291	\$0	\$2,604,019

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78307-19 IT Desktop Services

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged Information Technology (IT) assets allowing the County to spread the cost of the equipment replacements over multiple years and keep pace with rapidly changing technology.

Program Summary

This program supports the IT asset management lifecycle replacements for desktop and laptop computers, smartphones, iPads/tablets, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of hardware in a safe and environmentally friendly manner. Currently, the refresh schedule for laptops is three years and desktops is four years. The County looks for opportunities to assist the local community via donating operational retired equipment via Free Geek and local public schools, e.g. Portland Public Schools.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule	60%	70%	80%	80%
Outcome	Asset database quality, accuracy and completeness	98%	98%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

PM #2 Outcome Measure - Measures the effectiveness of the asset database(s) for quality, accuracy and completeness.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$360,000	\$0	\$360,000
Materials & Supplies	\$0	\$3,744,570	\$0	\$2,600,597
Capital Outlay	\$0	\$1,529,603	\$0	\$3,673,087
Total GF/non-GF	\$0	\$5,634,173	\$0	\$6,633,684
Program Total:	\$5,634,173		\$6,633,684	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Other / Miscellaneous	\$0	\$3,918,943	\$0	\$4,400,589
Beginning Working Capital	\$0	\$1,715,230	\$0	\$2,233,095
Total Revenue	\$0	\$5,634,173	\$0	\$6,633,684

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78308-19 IT Asset Replacement

Beginning Working Capital carryover from FY 2019 for replacement of IT assets.

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (over 70 systems) and Department of County Human Services (over 80 systems). The wide variety of services focuses on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

Program Summary

This program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include: 1) freeing up IT resource hours by tracking hours, analyzing data and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 2) leveraging County resources by maintaining, supporting and/or reusing existing systems; and 3) evaluating Countywide departmental needs to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions. Strategies will result in increased IT resources available for higher value projects.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	52%	68%	51%	68%
Outcome	Percentage point increase in employee hours spent on planned work	-18%	3%	0%	3%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in planned work versus unplanned work calculated from the Current Year Purchased

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,999,051	\$0	\$4,116,736
Contractual Services	\$0	\$854,000	\$0	\$650,000
Materials & Supplies	\$0	\$164,952	\$0	\$112,721
Total GF/non-GF	\$0	\$5,018,003	\$0	\$4,879,457
Program Total:	\$5,018,003		\$4,879,457	
Program FTE	0.00	21.00	0.00	21.00

Program Revenues

Other / Miscellaneous	\$0	\$5,018,003	\$0	\$4,879,457
Total Revenue	\$0	\$5,018,003	\$0	\$4,879,457

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78309-19 IT Health and Human Services Application Services

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

IT Public Safety Application Services provides reliable and effective software systems for Community Justice, Decision Support System for Justice (DSS-J), and the Sheriff's Office. The wide variety of services provided require focus on increasing and improving delivery of technology to provide higher value to departments and constituents perform activities as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability.

Program Summary

This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners.

Services include managing customer relationships; capturing, prioritizing and scheduling IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing third-party vendor systems and relationships; maintaining and enhancing legacy systems.

This program ensures that requests are well-defined, prioritized and scheduled in alignment with department and County priorities. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests, 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and 3) using Total Cost of Ownership to make informed IT investment decisions. These strategies will result in an increase in IT resources available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	72%	70%	59%	68%
Outcome	Percentage point increase in time spent on planned projects	15%	4%	0	4%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - The % increase in planned work versus unplanned work calculated from the Current Year Estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,976,679	\$0	\$3,251,786
Contractual Services	\$0	\$150,000	\$0	\$70,000
Materials & Supplies	\$0	\$113,826	\$0	\$80,821
Internal Services	\$0	\$200	\$0	\$0
Total GF/non-GF	\$0	\$3,240,705	\$0	\$3,402,607
Program Total:	\$3,240,705		\$3,402,607	
Program FTE	0.00	18.00	0.00	18.00

Program Revenues

Other / Miscellaneous	\$0	\$3,240,705	\$0	\$3,402,607
Total Revenue	\$0	\$3,240,705	\$0	\$3,402,607

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78310-19 IT Public Safety Application Services

Position 702006 added from Program Offer 78309 (IT Health and Human Services Application Services); Position 701193 moved to Program Offer 78309 (IT Health and Human Services Application Services).

Department: County Assets

Program Contact: Tony Chandler

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

IT General Government Application Services provide software systems for the Department of County Assets (DCA), Department of County Management (DCM), Department of Community Services (DCS), District Attorney's Office and Non-Departmental offices. Services include relationship management, business analysis, GIS services and development to implement and maintain in-house and vendor software. The program focuses on delivering high business value technology to departments and constituents, while maintaining existing systems through application life-cycle and project governance.

Program Summary

The IT General Government Application Services group supports approximately 100 systems for DCM, DCA and DCS, and provides support for small applications and data and analytics reporting for Non-Departmental offices as well as the District Attorney's office. The program includes the following services:

-Managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; designing, building, testing, and implementing the selected solutions while sustaining existing systems.

Strategies include:

- 1) Freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests;
- 2) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and
- 3) Following Think Yes principles to ensure creativity and partnerships that provide for sustainable and equitable solutions.

Strategies will result in an increase in the time so that IT resources are available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned	39%	40%	37%	35%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	15%	-12%	2%	-2%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work. Planned work provides higher customer value, as work can be targeted toward high priority activities

PM #2 Outcome Measure - The percentage increase in planned versus unplanned work calculated from the Current Year Estimate

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,545,023	\$0	\$1,820,568
Materials & Supplies	\$0	\$74,386	\$0	\$6,845
Total GF/non-GF	\$0	\$1,619,409	\$0	\$1,827,413
Program Total:	\$1,619,409		\$1,827,413	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues

Other / Miscellaneous	\$0	\$1,619,409	\$0	\$1,827,413
Total Revenue	\$0	\$1,619,409	\$0	\$1,827,413

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78311-19 IT General Government Application Services

Department: County Assets

Program Contact: Chris Clancy

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve all County lines of business. Services include geographic maps, platform support for databases, web server support, and support of enterprise analytics tools used for decision making and results measurement. Specific service areas include Geographical Information System (GIS); Database Services, Reporting Services, Business Data Marts, Web Platform Administration, and related customer service management.

Program Summary

GIS services include taxation mapping and tax collection analysis, land use planning, bridge and road planning, crime tracking, law enforcement planning, demographic/population analysis and emergency management and mitigation. An Enterprise GIS environment enables interactive web maps, allows departments to share data, and provide tools for the departments to create their own maps and perform analysis without requiring IT assistance.

Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, and electronic transaction processing.

Database and Reporting Services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners. This includes enterprise data marts used for business intelligence and analytics as well as visualization services.

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required and ensuring the integrity and security of the platforms. Key to effectively providing these services is meeting common cross department needs and identifying new opportunities; while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

Measures are focused on increasing the amount of customer work vs IT and administrative work as well as up time, in general, for the platform.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	24%	25%	24%	25%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99.9%	99%	99.9%

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,503,011	\$0	\$2,969,615
Materials & Supplies	\$0	\$825,898	\$0	\$1,050,384
Total GF/non-GF	\$0	\$3,328,909	\$0	\$4,019,999
Program Total:	\$3,328,909		\$4,019,999	
Program FTE	0.00	14.50	0.00	15.50

Program Revenues

Other / Miscellaneous	\$0	\$3,328,909	\$0	\$4,019,999
Total Revenue	\$0	\$3,328,909	\$0	\$4,019,999

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78312-19 IT Data & Reporting Services

Data & Reporting Services increase in materials and supplies is due to increase spending on software needed to meet program goals. Personnel increased due to movement within IT organization. Position 714940 added from Program Offer 78306 (IT Network Services).

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The County uses Enterprise Resource Planning (ERP) software to manage our business operations. Our ERP systems are the primary system of record for managing people, financials, budget, and facilities. The County's ERP software suite includes Workday, TRIRIGA, Jaggaer, and Questica.

Program Summary

As the County's system of record, the ERP Support Program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These services are designed to increase efficiencies in the County's operations and reduce costs. The IT ERP support team provides coordination among the ERP systems, technical support, security administration, and complex reporting services.

Our ERP systems currently support more than 6,000 employees, 300 contractors, 145 contingent workers, 110 community partners, and 1,475 retired employees.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Employee hours spent on planned work versus unplanned work.	80%	40%	60%	60%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work.	20%	0%	0%	0%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: This does not include time spent on standard activities (excludes time spent on administrative tasks, sick time, holidays, vacation, etc). Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - The % increase in the number of planned versus unplanned work calculated from the Current Year Estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,670,496	\$0	\$1,657,261
Contractual Services	\$0	\$0	\$0	\$289,202
Materials & Supplies	\$0	\$2,345,643	\$0	\$2,335,339
Total GF/non-GF	\$0	\$4,016,139	\$0	\$4,281,802
Program Total:	\$4,016,139		\$4,281,802	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues

Other / Miscellaneous	\$0	\$4,016,139	\$0	\$4,108,746
Beginning Working Capital	\$0	\$0	\$0	\$173,056
Total Revenue	\$0	\$4,016,139	\$0	\$4,281,802

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78313-19 IT ERP Application Services

Contractual services increase is for Workday consulting.

Department: County Assets

Program Contact: Chris Clancy

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Enterprise Web Services provides reliable services used across departmental boundaries, serving all County lines of business. These services include Google Apps for Government, public websites (i.e. multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us. In total, this program supports over 30 applications used internally and by the public.

Program Summary

Enterprise and Web Application Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems.

Enterprise Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, and electronic transaction processing.

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration and integration support, and support for specific web systems including the public website, the Multnomah County Library's public site, and the County's intranet (Multco Commons). A focus has been made on using open source tools (i.e. Drupal) and innovative hosting solutions on Amazon Web Services to save on costs to the County.

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Key to effectively providing these services is meeting common, cross department needs and identifying new opportunities, while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	27%	27%	27%	27%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,352,639	\$0	\$2,487,877
Contractual Services	\$0	\$184,000	\$0	\$0
Materials & Supplies	\$0	\$1,509,325	\$0	\$1,417,125
Total GF/non-GF	\$0	\$4,045,964	\$0	\$3,905,002
Program Total:	\$4,045,964		\$3,905,002	
Program FTE	0.00	13.50	0.00	13.50

Program Revenues

Other / Miscellaneous	\$0	\$4,045,964	\$0	\$3,905,002
Total Revenue	\$0	\$4,045,964	\$0	\$3,905,002

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78314-19 IT Enterprise and Web Application Services

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program offer provides staff dedicated to coordinating the Library's complex technology environment. Library Application Services provides strategic technology guidance and project coordination to the Library. The team works closely with County IT professionals to ensure that resources are applied to the highest priority work.

Program Summary

Library Application Services includes understanding and defining business needs, recommending effective and innovative technology solutions, coordinating, and implementing projects. This team provides direction to County IT staff for Library web application support and customer consulting. The key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while concurrently standardizing services and platforms in order to provide a low total cost of ownership for the Library.

The Application Service team continues to expand its work in developing web-based and mobile device-based applications for patrons of the Multnomah County Library. The team is working closely with the Library to develop the next generation of public-access computing solutions, including desktops, laptops, tablets, applications, and free access to the Internet for Library patrons. The Library completed the selection of a new Library Information System in late 2017. The team will complete the implementation and stabilization of the new system in late 2019. This system is a key component of most day to day activities including inventory management and patron information. The Library also plans to research and implement a Partner Relationship Management (PRM) database to support improvements in managing the relationships between the Library and its hundreds of partner organizations. Finally, the Library continues its work on Digital Equity, with actions tied to the Digital Equity Action Plan jointly adopted by the County and the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	21%	60%	12%	50%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	0%	10%	0%	10%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 50% planned/50% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - Increase in the amount of hours spent on planned work vs unplanned work from CYE.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$509,181	\$0	\$474,979
Materials & Supplies	\$0	\$18,210	\$0	\$12,210
Total GF/non-GF	\$0	\$527,391	\$0	\$487,189
Program Total:	\$527,391		\$487,189	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues

Other / Miscellaneous	\$0	\$527,391	\$0	\$487,189
Total Revenue	\$0	\$527,391	\$0	\$487,189

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78315-19 IT Library Application Services

Department: County Assets
Program Offer Type: Internal Service
Related Programs: 78320
Program Characteristics:

Program Contact: Tracey Massey
Program Offer Stage: As Adopted

Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes Facilities and Administrative Hub costs, some software licensing and maintenance costs for identified enterprise systems, and the budget for IT trainers that work in the County's Talent Development group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and the data center in the East County Courthouse). The cost of IT trainers supported by the IT organization to provide IT training and consultation Countywide are budgeted in this program offer. Software licensing and maintenance costs for the Telecom Expense Management system used throughout the County is also included in this program.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Timely repayment of borrowed funds	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely	100%	97%	100%	97%

Performance Measures Descriptions

PM #1 Output Measure - the accounting process to track repayment of borrowed funds passes through this program offer. Timely reconciliation of the amounts is required to accurately reflect ongoing expenses and remaining balances.

PM #2 Outcome Measure - the accounting process to track the incoming revenue tied to this program offer requires accurate and timely processing to support periodic reporting of remaining balances.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$825,645	\$0	\$864,726
Contractual Services	\$0	\$0	\$0	\$49,055
Materials & Supplies	\$0	\$304,442	\$0	\$1,161,467
Internal Services	\$0	\$9,998,562	\$0	\$11,341,945
Capital Outlay	\$0	\$21,000	\$0	\$2,067,745
Cash Transfers	\$0	\$0	\$0	\$1,468,020
Unappropriated & Contingency	\$0	\$350,614	\$0	\$0
Total GF/non-GF	\$0	\$11,500,263	\$0	\$16,952,958
Program Total:	\$11,500,263		\$16,952,958	
Program FTE	0.00	3.80	0.00	3.80

Program Revenues				
Other / Miscellaneous	\$0	\$11,337,462	\$0	\$12,693,428
Beginning Working Capital	\$0	\$162,801	\$0	\$4,259,530
Total Revenue	\$0	\$11,500,263	\$0	\$16,952,958

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. This program also acts as the holding account for non-specific division-wide working capital carryover from previous fiscal years.

Significant Program Changes

Last Year this program was: FY 2019: 78316-19 IT Shared Operating Expenses

Materials & Supplies increase is due to beginning working capital carryover from the FY 2018 absence liability compensation correction. Internal Services increased due to FY 2019 repayment of the Enterprise Resource Planning (ERP) system bond included a \$1.6M credit and in FY 2020 full payment is budgeted. Capital Outlay increased due to beginning working capital reserves.

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, and the technical and operational support for all County computing and printing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7.

Program Summary

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server, storage and print management, asset tracking and after-hours support for all County business systems running in the data center(s). This program also provides vendor management for data center hardware and software systems. Included in this offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response, print queue management, desktop scripting and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is located in a leased facility in Hillsboro and provides the capability for server and storage expansion and disaster recovery.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Percent of production system scheduled availability for hardware and operating systems	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output measure - ensures that backup data is available offsite on disk or tape in the event of equipment failure or service disruption

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$4,211,593	\$0	\$4,525,998
Contractual Services	\$0	\$13,000	\$0	\$8,000
Materials & Supplies	\$0	\$1,220,429	\$0	\$1,181,895
Total GF/non-GF	\$0	\$5,445,022	\$0	\$5,715,893
Program Total:	\$5,445,022		\$5,715,893	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues

Other / Miscellaneous	\$0	\$5,445,022	\$0	\$5,715,893
Total Revenue	\$0	\$5,445,022	\$0	\$5,715,893

Explanation of Revenues

County IT service costs are allocated to departments based on usage and services received.

Significant Program Changes

Last Year this program was: FY 2019: 78317-19 IT Data Center & Technical Services

Department: County Assets
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics: One-Time-Only Request

Program Contact: Tracey Massey
Program Offer Stage: As Adopted

Executive Summary

This program is to enhance our Cyber Security posture at Multnomah County. Over the past 3 years we have worked diligently to achieve our Cyber Security goals and have been able to significantly increase our cyber posture. The additional funds in our Cyber Security 2.0 program offer will allow us to continue our progress to address gaps and deficiencies that have been identified by both internal and third party reviews.

Program Summary

From ransomware to DDoS attacks, threats have multiplied to the point where we can no longer say perimeter defenses like firewalls are enough. We need to know when our assets are behaving strangely on the network. There's no faster way to detect anomalies than real-time analytics with wire data. Acquiring this capability will enable us to proactively hunt for threats, analyze and understand user behavior to identify anomalies and identify and address devices that should not be on our network. This program will address the following:

Second layer authentication: This program will improve information security by adding a second layer of authentication to select County applications. This project will initially focus on building the technical and organizational infrastructure for County employees with elevated privileges to use this service. This lays the groundwork for required implementation by key applications and populations in the successive phases.

Network Access Control: With the increase of network activity on our “industrial network” (doors, security, heating and cooling, etc) we are at greater risk of experiencing a breach in that environment due to the fact that the environment is largely not understood or defined. Network Access Control can help us to understand what should and should not be on our network and restrict what these devices are able to access based on rules that we define.

Privileged Access and Identity Management: Privileged access is the access most often targeted by cyber security threats because this access leads to the most valuable and confidential information. Implementing a Privileged Access and Identity Management solution will allow us to have better control in managing and securing privileged accounts to meet the needs of the access control requirement for a number of the compliance regulations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Completion of multi-factor authentication.	NA	NA	NA	100%
Outcome	Targeted systems identified and dual-factor authentication has been implemented effectively.	NA	NA	NA	100%

Performance Measures Descriptions

Output - Technology tool identified, procured, and ready for deployment.
Outcome - Top systems identified and multi-factor authentication implemented.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$468,020
Total GF/non-GF	\$0	\$0	\$0	\$468,020
Program Total:	\$0		\$468,020	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$0	\$0	\$468,020
Total Revenue	\$0	\$0	\$0	\$468,020

Explanation of Revenues

Revenue is one-time-only funding from the Information Technology fund.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program provides funding to replace the legislatively mandated CRIMES case management system. The current system is 15 years old and the underlying technology is outdated and prohibitively expensive to maintain. The IT Division will continue to work in partnership with the Multnomah County District Attorney (MCDA) to implement a new system and decommission the old.

Program Summary

The CRIMES case management system has been functioning as an electronic computer application since its creation in 1982. The current iteration consists of two modules (CRIMES Juvenile and CRIMES Adult) and has long surpassed its expected technical lifespan, with the current modules having provided solid and dependable case tracking and management to the MCDA's Office since its purchase 15 years ago. Technology capabilities have advanced considerably and continued modification of the underlying obsolete technology has become cost prohibitive. Along with increasingly prohibitive licensing costs, the current system is contributing to delays in the timely pursuit of prosecution of crime and public safety. The purpose of this funding request is to implement new technology that will modernize the case management system, thereby ensuring speedy prosecution while reducing operating costs.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Successful project completion based on agreed upon scope, timeline, and budget.	N/A	100%	75%	100%
Outcome	Updated project plans for the replacement, enhancements and decommissioning of prior systems.	100%	100%	80%	100%
Quality	Assignment of dedicated project manager to ensure appropriate oversight and project management.	NA	1	1	1

Performance Measures Descriptions

PM #1 Output Measure: This project is expected to be fully complete within FY20. The scope, timeline, and budget at completion will be evaluated against the agreed upon schedule, budget, and deliverables.

PM #2 Outcome Measure: The success of the project is dependent on the set of project plans.

PM #3 Quality Measure: A dedicated project manager will continue to be assigned to this project to manage the scope, timeline, budget, resources. This position is required to help ensure success.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$531,302	\$0	\$1,219,286
Unappropriated & Contingency	\$0	\$192,698	\$0	\$0
Total GF/non-GF	\$0	\$724,000	\$0	\$1,219,286
Program Total:	\$724,000		\$1,219,286	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$300,000	\$0	\$0
Beginning Working Capital	\$0	\$424,000	\$0	\$1,219,286
Total Revenue	\$0	\$724,000	\$0	\$1,219,286

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2020 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2019: 78319-19 CRIMES Replacement

Department: County Assets
Program Offer Type: Internal Service
Related Programs: 78316
Program Characteristics:

Program Contact: Tracey Massey
Program Offer Stage: As Adopted

Executive Summary

This program supports the implementation of a new Enterprise Resource Planning (ERP) suite of integrated technology that includes Workday, TRIRIGA, Jaggaer, and Questica. In January of 2019, the new ERP suite of tools launched. The County's business operations in human resources, finance and budget, procurement and contracting, and facilities management were transformed with new processes and tools. This program supports the completion of the overall ERP project, including stabilization, upgrade management, and decommissioning of the old systems.

Program Summary

A new ERP suite of technology was implemented through this program. The implementation included Deloitte Consulting as the Systems Integrator. The County's ERP Program Management Office partnered with Deloitte Consulting to manage and implement the overall program. The first phase of the new technology suite went live on January 1, 2019. The program will continue through Fiscal 2020, and will include the implementation of additional features, stabilization of the systems, business processes and support structure, decommissioning of legacy systems, and archival of data.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Successful completion of project milestones based on agreed upon scope, timeline, and budget.	75%	100%	100%	100%
Outcome	Implementation of project plans for the implementation of the ERP Program's software solution set.	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output Measure: This project will have a set of milestones to achieve within the project schedule. The scope, timeline, and budget at milestone delivery will be evaluated against the agreed upon schedule, budget, and deliverables.
PM #2 Outcome Measure: The success of the project is dependent on the set of project plans.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$592,914	\$0	\$418,260
Contractual Services	\$0	\$17,976,678	\$0	\$5,946,155
Internal Services	\$0	\$128,274	\$0	\$135,585
Total GF/non-GF	\$0	\$18,697,866	\$0	\$6,500,000
Program Total:	\$18,697,866		\$6,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Beginning Working Capital	\$0	\$19,849,934	\$0	\$6,500,000
Total Revenue	\$0	\$19,849,934	\$0	\$6,500,000

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2020 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2019: 78320-19 IT ERP Program

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

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

Executive Summary

The County relies on a high speed, broadband fiber network provided by the City of Portland on leased equipment and infrastructure from Comcast. The agreement supporting that access expires in 2021. The County must determine the path forward for a new broadband infrastructure solution. The County is seeking a partnership with the City. The funds required to meet a new infrastructure relationship are under evaluation. This program requests \$1.0 million to support the design phase.

Program Summary

Multnomah County's communication network relies on a mix of connections (I-Net, IRNE and commercial provider services) to serve all county sites. The Comcast-owned fiber I-Net service, which services a large portion of the sites, will not be available to the County in its current form after the Comcast franchise agreement expires in 2020. The county commissioned an independent evaluation of the business case and to obtain recommendations for replacing I-Net. This program offer is to initiate the design for a new agreement in partnership with the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete the design phase of the program to prepare for a full solution.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	NA	NA	NA	90%

Performance Measures Descriptions

Output: Complete the design phase of the project.

Outcome: Percentages of key milestones met.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

Funded with one-time-only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Juvenile Detention Program located at the Juvenile Justice Center provides health care services to youth. Currently, the medical records are paper-based. This is inefficient. In addition, the use of a non-electronic medical record poses potential challenges for legibility, accuracy, continuity of care and medical-legal issues. This program is to establish requirements to procure and implement an EMR that meets the unique needs of this care facility.

Program Summary

The staff at JDH currently use a paper-based medical record system and document medication delivery on paper medication administration records. Handwritten prescriptions are used to order medications. Laboratory and other test results return and are filed as paper records. This program will document the requirements for an EMR, conduct a procurement, and implement the selected solution. This program will require significant business process design to automate paper-based practices. The County currently uses EPIC as its Electronic Medical Record (EMR) within its other primary care locations. Unfortunately, the module of EPIC is not designed for an in-patient care setting, thus the County must select an alternate solution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete the evaluation and selection of the EMR.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	NA	NA	NA	90%

Performance Measures Descriptions

Output: Complete the evaluation and selection of the EMR.

Outcome: Percentage of key milestones met based on approved project plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

Funded with one-time-only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Tracey Massey

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

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

Executive Summary

Facilities is currently managing its large Capital Improvement Program with a failing and aging system. The system must be replaced to allow Facilities to manage the county's infrastructure investments. The new system will integrate with the new ERP suite of systems to provide more seamless processing and efficiency across the organization.

Program Summary

This program will evaluate business requirements, procure a new system, and implement the selected system. The transition to a new Facilities Capital Management System will require changes in service design, workflows, and process reengineering as teams move from legacy systems to new more integrated systems. The new system is expected to provide these capabilities:

- Develop program management plans to manage and allocate funds to projects for capital initiatives
- Manage and document scope for capital projects
- Prepare and track budget estimates
- Manage schedules by tracking and managing project activities
- Manage resources assigned to project activities across various phases of the project lifecycle
- Conduct quality management activities such as perform inspections, managing punch lists, completing project checklists, documenting safety reports
- Track project risks
- Manage vendor engagement
- Integrate data across the ERP software solutions for a consistent view of project details
- Track & report on actuals vs planned costs

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete the evaluation and selection of the Facilities Capital Management System.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	NA	NA	NA	90%

Performance Measures Descriptions

Output: Complete the evaluation and selection of systems in the fiscal year.

Outcome: Successful completion of key milestones as defined in the project plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

One-time-only from the Information Technology fund.

Significant Program Changes

Last Year this program was:

Program #78400 - Fleet Services

6/18/2019

Department: County Assets
Program Offer Type: Internal Service
Related Programs: 78401
Program Characteristics:

Program Contact: Garret Vanderzanden
Program Offer Stage: As Adopted

Executive Summary

Fleet Services provides vehicle and equipment purchasing and maintenance services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County.

Program Summary

The County owns and operates over 700 units of vehicles, equipment, and other related rolling stock. Fleet Services focuses on collaborative relationships with County agencies to ensure coordinated service delivery with minimal business interruptions.

Fleet Services provides a full suite of fleet related services including, but not limited to:

- Policy and operational procedure development and implementation;
- Inventory management; regulatory compliance; customer consultation and advice;
- Preventive maintenance; emission inspections; and towing;
- Coordinated vendor repairs; equipment fabrication and modification specialty work;
- Scheduled, unscheduled and emergency in-shop and field repairs;
- Warranty/recall management and support; and failure analysis;
- Fuel management (onsite/offsite); tire repair/replacement (onsite/offsite); and cleaning;
- Driver safety, risk, liability, and accident claims management.

Maintenance services are provided internally at the County's Yeon Shop facility and for the downtown Portland vehicles, maintenance is provide via an IGA with the City of Portland at their Kerby facility.

Fleet Services, through the Fleet Vehicle Replacement program (program offer #78401-20), continues to invest in hybrid and electric vehicle technologies.

Fleet Services' efforts continue to contribute to the 2015 Climate Action Plan carbon emissions reduction activities related to Local Government Operations, including: 19K fuel efficiency standards, 19L electric and plug-in hybrid vehicles, and 19G reduce waste. This is achieved through continued turnover of the County Fleet to take advantage of increasing fuel efficiency on traditional fuel options, expanding the use of hybrid vehicle technology, and ongoing evaluation of increasing our Electric Vehicle fleet.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of billable hours	63%	70%	66%	70%
Outcome	Percent of vehicles out of service less than 48 hrs	17%	55%	30%	50%
Quality	Percent of Customers Rating Service as Excellent	94	95%	100	95%

Performance Measures Descriptions

PM #1: Output - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment.

PM #2: Outcome - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hrs or less.

PM #3: Quality - A measure as reported on comment cards provided to customers.

Legal / Contractual Obligation

Current IGA with City of Portland for maintenance and repair services for County Fleet assets in the Portland downtown corridor.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,177,602	\$0	\$1,316,293
Contractual Services	\$0	\$402,000	\$0	\$402,000
Materials & Supplies	\$0	\$1,791,697	\$0	\$1,759,845
Internal Services	\$0	\$1,091,148	\$0	\$1,322,633
Capital Outlay	\$0	\$235,936	\$0	\$392,121
Cash Transfers	\$0	\$462,822	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$5,161,205	\$0	\$5,192,892
Program Total:	\$5,161,205		\$5,192,892	
Program FTE	0.00	10.90	0.00	11.10

Program Revenues

Other / Miscellaneous	\$0	\$4,370,927	\$0	\$4,818,433
Interest	\$0	\$20,000	\$0	\$10,000
Beginning Working Capital	\$0	\$755,278	\$0	\$364,459
Service Charges	\$0	\$15,000	\$0	\$0
Total Revenue	\$0	\$5,161,205	\$0	\$5,192,892

Explanation of Revenues

The program is funded by internal service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2020 charged rates.

Significant Program Changes

Last Year this program was: FY 2019: 78400-19 Fleet Services

0.20 FTE Management positon into Fleet services from Records Management PO 78404 due to reorganization of Fleet services Manager.

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs: 78400

Program Characteristics:
Executive Summary

Vehicle replacement planning is provided as an interdependent function. The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping County agencies supplied with vehicle and equipment options that support their core operational missions.

Program Summary

The Fleet Vehicle Replacement program provides the following services:

- Collects and manages the funding for future replacement of vehicles and equipment;
- Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;
- Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received to offset future vehicle and equipment purchases;
- Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met;
- Collaborates with County agencies to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); agency operational needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles.

The Fleet Vehicle Replacement Program is the primary contributing factor to the following areas in the Local Government Operations component of the 2015 Climate Action Plan:

- 19K-Develop a County fleet strategy that incorporates carbon emission reduction, electric vehicle and low-carbon transportation fuel goals;
- 19L-Purchase electric, plug-in hybrid and hybrid vehicles whenever they meet the user's needs. Include installation of electric charging stations where appropriate.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of vehicles and equipment on delayed replacement	20%	10%	24%	15%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	15%	18%	10%	15%

Performance Measures Descriptions

PM #1 Output - Based on the percentage of vehicles that have gone beyond the date established for purchasing a replacement.

PM #2 Outcome - Percent of revenue received upon disposal of Fleet capital assets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$10,000
Internal Services	\$0	\$0	\$0	\$6,576
Capital Outlay	\$0	\$7,334,503	\$0	\$9,002,349
Total GF/non-GF	\$0	\$7,334,503	\$0	\$9,018,925
Program Total:	\$7,334,503		\$9,018,925	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Other / Miscellaneous	\$0	\$2,513,636	\$0	\$2,654,445
Financing Sources	\$0	\$462,822	\$0	\$0
Interest	\$0	\$25,000	\$0	\$85,000
Beginning Working Capital	\$0	\$4,333,045	\$0	\$6,279,480
Total Revenue	\$0	\$7,334,503	\$0	\$9,018,925

Explanation of Revenues

Vehicles and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment and aggregated until specified useful life has been met. Proceeds from vehicle sales are returned to the Fleet Asset Replacement fund to offset future replacement costs.

Significant Program Changes

Last Year this program was: FY 2019: 78401-19 Fleet Vehicle Replacement

Department: County Assets

Program Contact: Andrez Posada

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County departments. The program meets customer expectations by monitoring daily usage and vehicle availability while also offering sustainable transportation options such as hybrid and electric vehicles.

Program Summary

There are two County owned Motor Pool sites located in the County to help programs manage their short-term business transportation needs. In addition, the downtown County employees' transportation needs are met by a third party CarShare program. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. The program operates through a reservation and per-hour charge back system with an overhead charge. The purpose of the centrally managed Motor Pool is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and efficient administration.

The Motor Pool Program supports the Local Government Operations component of the 2009 Climate Action Plan, action 18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels", through the standardization of the Motor Pool vehicle inventory with fuel efficient vehicles such as Nissan Leaf EV's and Toyota Prius Hybrids.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Motor Pool hours used	NA	NA	NA	76,000
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output: An estimated number of Motor Pool hours used (capacity) required to meet customer business transportation needs.

PM #2 Outcome: A measure of ability to supply vehicles for those needs.

Legal / Contractual Obligation

With the implementation of the third party CarShare program, the County will have ongoing contractual liabilities for the CarShare (alternative motor pool) services that are consumed. These liabilities only exist as long as the services are being consumed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$191,559	\$0	\$206,913
Contractual Services	\$0	\$0	\$0	\$400
Materials & Supplies	\$0	\$538,814	\$0	\$604,997
Internal Services	\$0	\$153,600	\$0	\$366,162
Capital Outlay	\$0	\$114,204	\$0	\$144,373
Unappropriated & Contingency	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$998,177	\$0	\$1,422,845
Program Total:	\$998,177		\$1,422,845	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues

Other / Miscellaneous	\$0	\$904,477	\$0	\$974,511
Interest	\$0	\$6,000	\$0	\$6,000
Beginning Working Capital	\$0	\$87,700	\$0	\$442,334
Total Revenue	\$0	\$998,177	\$0	\$1,422,845

Explanation of Revenues

The program is funded by hourly service charges collected through the Fleet Fund with an overhead charge based on the percentage of usage. Internal service reimbursement estimates are based on historical data and current service levels.

Significant Program Changes

Last Year this program was: FY 2019: 78402-19 Motor Pool

Department: County Assets

Program Contact: Andrez Posada

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Distribution Services provides County agencies pickup and delivery of mail and supplies, processing and metering of mail, training and consultation, and management of mail services contracts.

Program Summary

Distribution Services effectively manages County resources and minimizes service delivery costs through:

1. Central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. Distribution Services moves a wide variety of items every day, via fixed routes and/or on-demand, including: U.S. Mail, Health Department patient care items, County records, interoffice mail, recyclables, and operational equipment and supplies. In addition, Distribution Services seamlessly coordinates with other governments throughout the Portland metropolitan region and the Willamette Valley to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.
2. Management of a multi-jurisdictional contract for presort services. This maximizes available postage discounts for all partners by pooling the mail to be presorted prior to delivery to the US Post Office. These savings are further enhanced by centralized metering of U.S. Mail, ensuring accuracy, timeliness of delivery, lower cost single-point pickup for mail services partners, and the reduction of county-wide meter maintenance costs. Distribution Services also maintains County-wide mail services contracts (for example, in folding/insertion, addressing and metering) that lower departmental costs for tax mailings, license renewals, and other projects.
3. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Distribution Services shares that expertise by providing clear instruction and training to County employees on existing and proposed USPS standards, ensuring efficient mailings that maximize available savings.
4. Serving a vital role in emergency preparedness for Multnomah County. Distribution Services is a component of the Receipt, Stage and Storage Center.

These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Money spent on postage for mailings.	\$646,000	\$418,000	\$636,000	\$646,000
Outcome	Miles driven per citizen complaint.	14,898	17,000	20,000	11,000
Input	Number of mail stops on dedicated routes.	163.34	163.34	163.34	158.38

Performance Measures Descriptions

PM #1 Output - Customers' transaction-based business mailing needs.

PM #2 Outcome - Captures how well the employees are presenting themselves while driving a County vehicle out in the field.

PM #3 Input - The number of mail stops on dedicated routes is a measure of the customer's requested ongoing distribution needs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$618,055	\$0	\$652,866
Contractual Services	\$0	\$818	\$0	\$737,527
Materials & Supplies	\$0	\$713,460	\$0	\$9,522
Internal Services	\$0	\$288,512	\$0	\$451,523
Capital Outlay	\$0	\$468,420	\$0	\$434,608
Unappropriated & Contingency	\$0	\$0	\$0	\$53,207
Total GF/non-GF	\$0	\$2,089,265	\$0	\$2,339,253
Program Total:	\$2,089,265		\$2,339,253	
Program FTE	0.00	6.60	0.00	6.60

Program Revenues

Other / Miscellaneous	\$0	\$1,599,765	\$0	\$1,584,641
Interest	\$0	\$4,000	\$0	\$180
Beginning Working Capital	\$0	\$485,500	\$0	\$754,432
Total Revenue	\$0	\$2,089,265	\$0	\$2,339,253

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, mail processed, and special services requested.

Significant Program Changes

Last Year this program was: FY 2019: 78403-19 Distribution Services

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Records Management program provides services, tools, training, and professional consultation to County agencies to support the compliant creation, management, storage, retrieval, accessibility, protection, preservation, and secure destruction of public records. The program also leads countywide strategic Information Governance initiatives to maximize information's value in decision-making, minimize risk, protect rights, and ensure policies and procedures meet legal and regulatory requirements.

Program Summary

Public records document the County's policies, decisions, functions, and efforts to fulfill its mission. Agencies create, receive, manage, use, and destroy public records in their daily work as they provide essential services. The Records Management program directly supports agencies in their work by providing services, tools, training, and consultation to ensure that these records are classified, stored, retrieved, protected, preserved, and archived or destroyed in accordance with all applicable State, Federal, and regulatory retention, privacy, and public records laws and industry best practices.

Primary program functions include, but are not limited to:

- Records Center services including storage, protection, and retrieval of inactive records and secure destruction of physical records and media;
- Administration of Content Manager, an electronic document and records management system, including implementation and maintenance of user accounts for County agencies to use as a system for document management and inactive electronic records storage;
- General electronic records management services including file classification, digital records preservation, and guidance in managing records and information across multiple locations outside of Content Manager such as shared drives, third-party applications, G Suite, and mobile devices;
- Retention schedule management to ensure users meet all legal and regulatory requirements for retaining public records;
- Continuity of Operations and Disaster Recovery support through the identification and management of essential records;
- Archival reference and research services, public outreach, and the promotion of the significance of public records in equity and inclusion;
- Locating Records services to assist the community in obtaining public records held by non-county agencies.
- Facilitation and support of scanning and shredding projects and services through the management of the County's Digitization, Microfilm, and Secure Destruction contracts;
- Implementation and management of countywide Information Governance initiatives.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	2,553	4,300	3,082	4,300
Outcome	Percentage Increase of Reference Requests Compared to Previous Fiscal Year	-22.00%	5.00%	48.00%	10.00%

Performance Measures Descriptions

PM #1: Record actions remain relatively stable.

PM #2: Based on number of discrete requests.

Legal / Contractual Obligation

Oregon Revised Statute 192 and Oregon Administrative Rule Chapter 166 define public records policy, Records Officer mandates, and standards and obligations for records creation, access, storage, protection, retention, and disposition. Multnomah County Executive Rule 301 assigns the retention schedule function to the Records Management program, and Multnomah County Code Chapter 8.500 defines additional archival records responsibilities and obligations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$639,767	\$0	\$700,186
Contractual Services	\$0	\$26,761	\$0	\$300,411
Materials & Supplies	\$0	\$117,817	\$0	\$124,998
Internal Services	\$0	\$727,665	\$0	\$841,067
Capital Outlay	\$0	\$0	\$0	\$27,370
Total GF/non-GF	\$0	\$1,512,010	\$0	\$1,994,032
Program Total:	\$1,512,010		\$1,994,032	
Program FTE	0.00	5.20	0.00	5.00

Program Revenues

Other / Miscellaneous	\$0	\$1,277,780	\$0	\$1,783,615
Interest	\$0	\$3,300	\$0	\$0
Beginning Working Capital	\$0	\$230,930	\$0	\$210,417
Total Revenue	\$0	\$1,512,010	\$0	\$1,994,032

Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each Department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in FY2018.

Significant Program Changes

Last Year this program was: FY 2019: 78404-19 Records Management

In FY20, the program will be responsible for shredding services for the County. Previously this was managed by the FPM Division within DCA.

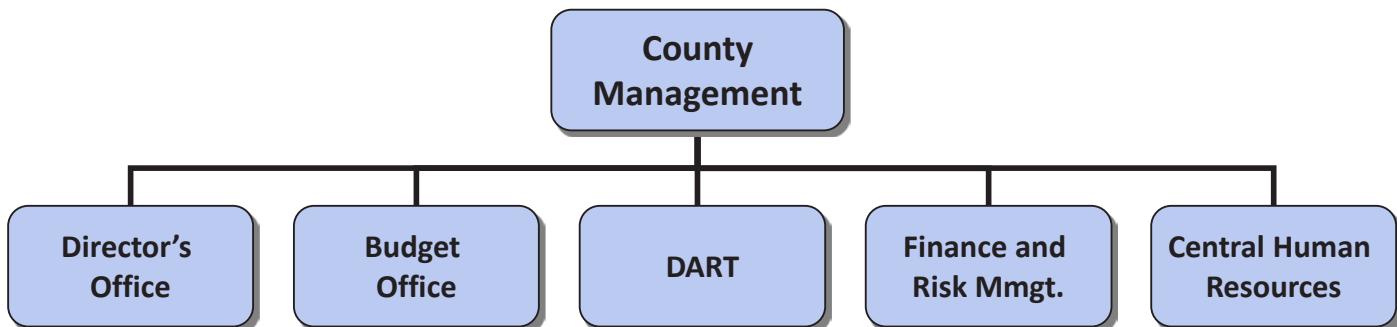
0.20 FTE management positon into Fleet services PO 78400 from Records Management due to reorganization of Fleet services Manager.

Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting, and investing Multnomah County's human and financial capital. DCM hires and trains the County's workforce, pays the County's bills and safeguards its funds. Finance and Risk Management, Central Human Resources, and the Central Budget Office work with the Chair, Chief Operating Officer (COO), and departments to set countywide corporate policies that protect County assets, reduce financial risk, and ensure the County's ability to serve the community. The Division of Assessment, Recording and Taxation maintains property records and assessments and collects property taxes: the primary source of General Fund revenue.

The DCM Director is also the COO and provides corporate oversight through the supervision of the appointed department directors. The department provides administrative services and guidance to all County departments. DCM also supports the Chair, Commissioners and other elected officials with high-level forecasts and policy analysis. The COO, the Chief Financial Officer (CFO), the Budget Director and the Chief Human Resources Officer (CHRO) work closely with the Chair, County Attorney, Chief Diversity and Equity Officer and Chief Information Officer (CIO) to ensure strong and consistent management of day-to-day county operations.

DCM continues to find itself at the epicenter of significant cultural, technical, and organizational changes taking place across the County. In FY 2019, DCM played a central role in the Multco Align Program: designing and implementing transformational new business software to support County operations. In FY 2020, DCM will focus on developing structures to execute the Workforce Equity Strategic Plan (WESP) and reorganize the County's organizational development and talent acquisition resources to align with the WESP recommendations.



Budget Overview

The Department of County Management's (DCM) budget is \$174.1 million and has 267.55 FTE in all funds. This is an increase of \$9.1 million or 5.5% over the FY 2019 Adopted Budget. Budgeted positions have increased by 4.80 FTE. The FY 2020 budget is comprised of 26% General Fund and 74% other funds.

The General Fund budget has increased by \$5.2 million (12.7%) to \$45.8 million. Notably, \$2.5 million of the General Fund increase is due to the Workday Support programs (72022 and 72046), which will provide a full year of support. This program was previously funded in the ERP Fund for six months of support in FY 2019. Other Funds have increased by \$4.2 million mostly in the Risk Fund, offset by reductions in the Video Lottery and Health Headquarters funds.

Personnel Services have increased by \$2.9 million (8.1%) due to the addition of 4.80 FTE, COLA and step adjustments. The largest category of expenditures in all funds is in materials and supplies at \$121.4 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$5.8 million.

The following programs are new and funded on a one-time-only basis:

- Continuous Quality Improvement Pilot (72000B) \$161,888
- Strategic Capital Planning Ramp Down & Econ Dvlp (72000C) \$246,857
- Labor Compliance (72005B) \$199,877
- FRM Motor Vehicle Tax (72008B) \$150,258
- Leadership Development and Accountability (72017B) \$527,006
- WESP - Conflict Mediation & Resolution (72017C) \$168,471

In addition, \$1.25 million of the \$2.5 million for Workday Support (72022 and 72046) is funded on a one-time-only basis. A complete list of one-time-only items can be found on page 33 of the Budget Director's Message.

Budget Trends	FY 2018		FY 2019	FY 2019	FY 2020
	<u>Actual</u>	<u>Estimate</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>
			<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	256.35	262.75	262.75	267.55	4.80
Personnel Services	\$30,811,231	\$33,801,042	\$35,600,618	\$38,488,763	\$2,888,145
Contractual Services	6,191,824	6,152,028	7,416,308	7,632,255	215,947
Materials & Supplies	104,671,720	113,931,459	115,803,736	121,368,329	5,564,593
Internal Services	5,868,830	6,434,972	6,211,664	6,655,526	443,862
Capital Outlay	25,979	0	0	0	0
Total Costs	\$147,569,583	\$160,319,501	\$165,032,326	\$174,144,873	\$9,112,547

Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

Budget Office

- Successfully converted Questica budget software and the FY 2019 budget to Workday.
- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2019 budget.
- In the annual budget survey, 92% of respondents reported the Budget Office as either "good" or "excellent".

Challenges include completing a major upgrade of Questica budgeting software by Sept. 2019.

Central Human Resources

- Successfully transitioned the County's human resources system from SAP to Workday.
- Delivered 48 Workday roadshows at over 30 locations: reaching 32% of the workforce.
- Delivered over 40 classes on diversity, equity, and inclusion.

Challenges include continuing to address system challenges and the learning curve with Workday and completing a major reorganization in response to the WESP recommendations.

Director's Office

- Sponsored a successful implementation of the Multco Align Program.
- Led the HR consultant project and managed the interim protected class complaint process.
- Adopted a 20-Year Capital Asset Strategic Plan.

Challenges include continuing to guide major organizational change and transformation.

The Division of Assessment, Recording & Taxation (DART)

- Successfully completed the Orion implementation, replacing a legacy system.
- Certified a complete tax roll, billed and collected tax levies in the new system.
- Created new committees and forums to support management and staff.

Challenges include developing Orion system integrations; exploring new ways of administering the business personal property tax program and finding a second location in Mid-County.

Finance and Risk Management (FRM)

- Successfully implemented Multco Marketplace and converted the County's system of record from SAP to Workday.
- Treasury supported a successful tax season with the new Orion system.
- Central Purchasing renewed their National Institute for Public Procurement accreditation.

Challenges include institutional knowledge transfer and leadership transition; collaborating with Workday on system improvements and new functionality; and navigating increasingly complex regulatory requirements.

Diversity, Equity, and Inclusion

DCM is committed to addressing disparities and creating a culture of safety, trust and belonging in the department and countywide. The department is supporting the Workforce Equity Initiative with the following efforts:

- Central HR and the COO played an integral role on the committee that helped provide input, perspective and recommendations to the HR Consulting Firm (Jemmott Rollins).
- The DCM leadership team developed an implementation plan for the department and countywide strategies to meet WESP minimum standards.
- The Director's office developed and managed an interim process for protected class complaints. That work will move to a new Non-Departmental unit reporting to the COO in FY 2020.
- Central Human Resources and the COO are reorganizing the County's talent acquisition and development efforts to align with the WESP recommendations.
- Hired an Equity and Inclusion Manager to guide the implementation of the DCM WESP.
- The department is in the process of forming a DCM equity committee to meet the four WESP focus areas.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$2,437,241	\$0	\$2,437,241	11.50
Budget Office	2,687,438	0	2,687,438	13.00
Finance and Risk Management	11,190,379	8,283,167	19,473,546	64.00
Central Human Resources	7,020,396	118,663,015	125,683,411	41.55
Division of Assessment, Recording & Taxation (DART)	<u>22,476,877</u>	<u>1,386,360</u>	<u>23,863,237</u>	<u>137.50</u>
Total County Management	\$45,812,331	\$128,332,542	\$174,144,873	267.55

Director's Office

The Division is home to the County's Chief Operating Officer (COO), who also serves as the DCM Department Director, and the Business Services program.

The COO is responsible for the administrative infrastructure and financial health of the County. The COO provides strategic direction for countywide projects and ensures that complex decisions are informed by a countywide perspective. The COO works with DCM divisions, County departments, and elected officials to establish operational priorities and policy objectives. The COO supervises the directors of the Department of County Human Services, Health Department, Department of County Assets, Department of Community Services, Department of Community Justice, and Library; providing a crucial link between corporate policy setting and department implementation.

The Business Services program provides business and financial services for the department including: budget development, accounts receivable, accounts payable, procurement and contracting as well as administrative and general accounting support.

Significant Changes

The Director's Office is adding one new FTE for FY 2020, an Equity and Inclusion Manager to lead the department's equity and inclusion efforts and help implement the department's WESP.

Scaled program offer 72000B, Continuous Quality Improvement Pilot, will assess and provide continuous quality improvement assistance to a pilot group of County social service providers in partnership with DCHS and others.

The Capital Assets Strategic Planning program offer is being ramped down in FY 2020. The Board approved the 20 Year Strategic Capital Plan in FY 2019. Scaled program offer 72000C, Strategic Capital Planning Ramp Down & Economic Development, provides for a one-year transition of the program to ongoing maintenance.

Last year's scaled program offer 72000B Organizational Development used one-time-only money to fund the human resources equity consultant and a limited duration management assistant to support the interim protected class complaints process. In FY 2020, the complaints process will move to a new Non Departmental complaint unit (Program #10040 Complaints Investigation Unit).

Last year's scaled program offer 72000C Workforce Equity Strategic Plan Implementation is moving to the Office of Diversity and Equity following the recommendations of the Jemmott Rollins Group.

Budget Office

The Budget Office guides the development of the county's budget process, prepares the annual budget and supports the Chair and the Board of County Commissioners in their budgeting decisions by helping align the county's annual spending plan with their priorities. It serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

The Budget Office leads the countywide budget process, evaluates county policies and operations, and recommends redirection of policy or resources.

The Budget Office and Evaluation & Research is responsible for the following:

- Preparing the annual budget, budget-in-brief, and associated documents;
- Financial forecasting and budget projections;
- Ad hoc analysis for County Management and the Chair's Office; and
- Countywide research on workforce equity and operational effectiveness.

Staff assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on county-wide task forces related to budget, finance and other policy and fiscal matters; identify and resolve financial problems; and support county labor relations in collective bargaining and cost analysis.

Significant Changes

There are no significant changes to the Budget Office Division other than the carry-over of \$90,000 one-time-only General Fund funding for the Mental Health System Analysis Follow-Up (FY 2020 program offer 72042) that is anticipated to be completed in FY 2020.

Finance and Risk Management

The Finance and Risk Management Division provides a wide variety of services to ensure the county's financial transactions are managed in a timely and accurate manner, and establishes policies and procedures that guide how those transactions are made by County departments.

The various units within the division pay the county's bills, maintain and record accounting transactions, manage an investment portfolio that averages nearly \$500 million per day, and issue payroll checks. The division is responsible for managing the County's debt obligations, ensuring that vendors who receive federal funding are in compliance with applicable rules, and provides oversight, and sets policy, for the County's contracting process. Risk Management negotiates insurance coverage for the county's buildings, manages claims associated with work-related injuries, consults on workplace safety and health, and manages claims for the county's self-insured liability program.

Finance and Risk Management is responsible for preparing the county's Comprehensive Annual Financial Report (CAFR). The CAFR has been awarded the Government Finance Officers Association (GFOA) award for distinguished reporting every year for the past 34 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by our peers of the ways Finance and Risk Management programs strive for innovative solutions.

Significant Changes

The MWESB Contract Compliance position at 1.00 FTE in Purchasing (72005A) has been reduced to 0.50 FTE and is still monitoring the County's largest capital construction project, the Court House, and is central to validating their compliance with the County's MWESB program.

Program Offer 72005B - Labor Compliance provide education and support for workers and construction contractors on wage theft prevention and will create a volunteer program to interview workers on the jobsite to help ensure they are paid a fair wage.

Workday Support Program (72022) has been split between Central HR and Finance and a new related Program (72046) has been created shifting 4.00 FTE from Central HR to Finance.

Program Offer 72011 FRM Economic Development has been cut in its entirety, reducing 1.00 FTE from the Division as part of meeting the prescribed 3% constraint.

One FTE, a Finance Tech position in Payroll (72007) has been cut due to efficiencies gained through the conversion to Workday.

Program Offer 72008B - FRM Motor Vehicle Tax has been requested to focus on the administration and enforcement of the Motor Vehicle Rental Tax.

Central Human Resources

The Central Human Resources Division is driven by its strategic plan mission: "Supporting the people who serve our community."

The Central Human Resources division provides strategic leadership, recommends policy, and partners with the department HR units to guide consistent, efficient and cost-effective HR processes and practices necessary to achieve results across the organization.

The Chief Human Resources Officer ensures that resources, structure and initiatives are informed by and aligned with the recommendations identified in the Countywide HR Audit, Workforce Equity Strategic Plan, and Jemmott Rollins Report. The metrics utilized to measure success and monitor progress will include the workforce. Central Human Resources manages the following services and systems to support employees, managers as well as the business needs of the county:

- Collective bargaining and labor contract interpretation;
- Personnel rules and County HR policy development and interpretation;
- Job classification & compensation plans;
- Countywide training and organizational development;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs;
- Oversight of HR systems and workforce data and management of the human capital management and payroll modules in Workday.

Significant Changes

Within current resources, a Human Resources Manager 2 position in Labor Relations was reclassified to a Human Resources Manager Senior and used to create a Deputy Chief Human Resources Officer (Deputy CHRO) position.

Additionally, a Human Resources Manager 1 and a Human Resources Analyst Sr. position were moved from Central HR Administration to Central HR Services. The Human Resources Analyst Sr., budgeted at 1.00 FTE, was reclassified within existing resources to a Human Resources Manager 1 at 0.80 FTE. The Deputy CHRO will oversee Central HR Services as well as Workday Support for Central HR.

The Workday Support program offer was broken out into separate program offers for Workday Support - Central HR and Workday Support - Finance.

Program Offer details and performance measures were updated throughout the division to align with the Workforce Equity Strategic Plan (WESP) and the Jemmott Rollins report and recommendations.

DCM received one-time-only funding for Program Offers 72017B - Leadership Development and Accountability and 72017C - WESP Conflict Mediation and Resolution to provide Talent Development additional resources to accommodate new County-wide work for WESP implementation.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) is responsible for County Assessor and Tax Collector functions, and some Clerk duties including recording, marriage licenses, domestic partnerships, passport applications, and the Board of Property Tax Appeals (BOPTA). These functions are statutorily mandated and provide a necessary service to our community. Through the Assessor functions, approximately 345,000 tax accounts are identified and mapped, valued and levied a property tax. The Tax Collector's responsibility is to collect and distribute levied property taxes to 69 taxing districts. Schools, public safety, cities and Multnomah County are among these districts that annually levy, in aggregate, more than \$1.8 billion dollars in property tax revenue.

Significant Changes

For FY 2020, DART is reallocating 4 positions (4 Appraiser 1s) to manage an increasing workload in Residential Appraisal programs. This is a response to overall market activity within this property classification that requires additional staffing. According to the Oregon Dept. of Revenue (DOR), Multnomah County's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas. DART believes these guidelines are an indication of future problems without this reallocation. DART also views this reallocation as an opportunity for current staff in a Limited Duration Assignment (LDA) developmental program ending in FY 2019 to obtain permanent employment within DART.

DART's legacy assessment and taxation software was replaced in FY 2019, after a 4 year effort. The next stage in this process is continuing development of critical functionality in Orion, along with development of plug-in software to aid in a truly enterprise A&T system. In collaboration with our partners in IT, DART is prioritizing these endeavors and funding a dedicated position in central IT. We anticipate these efforts to span several years, before being fully operational.

County Management

fy2020 adopted budget

Department of County Management

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000A	DCM Director's Office	\$780,736	\$0	\$780,736	3.00
72000B	Continuous Quality Improvement Pilot / County Contractors	161,888	0	161,888	0.00
72000C	Strategic Capital Planning Ramp Down & Economic Development	246,857	0	246,857	0.00
72015	DCM Business Services	1,247,760	0	1,247,760	8.50
Budget Office					
72001	Budget Office	2,104,855	0	2,104,855	10.00
72014	Evaluation and Research Unit	492,583	0	492,583	3.00
72042	Mental Health System Analysis Follow-up	90,000	0	90,000	0.00
Finance and Risk Management					
72002	FRM Accounts Payable	1,001,002	0	1,001,002	7.60
72003	FRM Chief Financial Officer	1,589,928	317,924	1,907,852	3.00
72004	FRM General Ledger	1,005,417	0	1,005,417	7.00
72005A	FRM Purchasing	2,591,309	59,241	2,650,550	19.00
72005B	Labor Compliance	199,877	0	199,877	0.50
72006	FRM Property & Liability Risk Management	0	4,372,784	4,372,784	2.50
72007	FRM Payroll/Retirement Services	1,030,263	0	1,030,263	7.40
72008A	FRM Treasury and Tax Administration	2,222,335	0	2,222,335	4.00
72008B	FRM Motor Vehicle Tax	150,258	0	150,258	0.00
72009A	FRM Worker's Compensation/Safety & Health	0	3,481,818	3,481,818	6.00
72010	FRM Recreation Fund Payment to Metro	0	51,400	51,400	0.00
72012	FRM Fiscal Compliance	426,465	0	426,465	3.00
72044	Construction Diversity and Equity	100,000	0	100,000	0.00
72046	Workday Support - Finance	873,525	0	873,525	4.00

County Management

fy2020 adopted budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Central Human Resources					
72016	Central HR Administration	1,207,364	0	1,207,364	2.63
72017A	Central HR Services	2,556,451	0	2,556,451	12.80
72017B	Leadership Development and Accountability	527,006	0	527,006	0.00
72017C	WESP - Conflict Mediation & Resolution	168,471	0	168,471	0.00
72018	Central HR Labor Relations	934,629	65,882	1,000,511	4.85
72019	Central HR Unemployment	0	1,009,588	1,009,588	0.15
72020	Central HR Employee Benefits	0	117,587,545	117,587,545	13.12
72022	Workday Support - Central Human Resources	1,626,475	0	1,626,475	8.00
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	704,411	0	704,411	2.40
72024	DART Customer Service	1,288,926	0	1,288,926	9.50
72025A	DART County Clerk Functions	1,710,541	0	1,710,541	13.40
72025B	DART County Clerk Carryover	112,000	0	112,000	0.00
72026	DART Ownership	486,543	0	486,543	4.20
72027	DART Tax Revenue Management	2,097,055	0	2,097,055	12.40
72028	DART GIS/Cartography & Parcel Management	1,191,887	0	1,191,887	8.40
72029	DART Assessment Performance Analysis	511,491	0	511,491	3.20
72030	DART Property Assessment Special Programs	1,061,471	0	1,061,471	7.90
72031	DART Personal Property Assessment	1,206,949	0	1,206,949	7.25
72032	DART Property Assessment Industrial	1,229,728	0	1,229,728	8.25
72033	DART Commercial Property Appraisal	2,197,082	0	2,197,082	14.50
72034	DART Residential Property Appraisal	5,522,967	0	5,522,967	39.10
72035	DART Assessment & Taxation System Upgrade	0	1,386,360	1,386,360	0.00
72037	DART Applications Support	1,440,826	0	1,440,826	5.40
72038	DART Tax Title	1,715,000	0	1,715,000	1.60
Total County Management		\$45,812,331	\$128,332,542	\$174,144,873	267.55

County Management

•
fy2020 adopted budget

(this page intentionally left blank)

Department: County Management

Program Contact: Marissa Madrigal

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Director's Office manages the organizational health of Multnomah County and sets administrative policy. Areas of countywide responsibility include Budget, Finance, Human Resources, Property Assessments & Recording, Tax Collections and protected class complaints. The Director is also the County's Chief Operating Officer and provides corporate oversight through the supervision of the appointed department directors.

Program Summary

The Director works with the County Chair, Board of County Commissioners, department directors and DCM division directors to set priorities and ensure that County policies uphold them. The Director works with the Chief Financial Officer, Budget Director, and Chief Human Resources Officer to develop and present administrative, financial, human resource and infrastructure guidelines and policies to the County Chair, the Board of County Commissioners (Board), and department directors.

The Director works with departments and human resource personnel to recruit, train and retain a diverse workforce; provides management for county-wide projects and initiatives; and works with the Board, the Department of County Assets (DCA,) and other departments on the funding policies for the County's physical infrastructure.

In FY 20, the Director will focus on overseeing the implementation of the department's Workforce Equity Strategic Plan (WESP), the reorganization of the County's talent acquisition and development resources to support the countywide WESP, and the creation of the independent protected class complaints unit.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Create implementation plan with clear milestones for the department's Workforce Equity Strategic Plan	NA	NA	NA	1
Outcome	Percent of FY 20 DCM WESP milestones met timely	NA	NA	NA	85%
Output	Complete Talent Development reorganization to align with WESP recommendations	NA	NA	NA	1
Output	Countywide Executive Leadership Series training events held	3	4	3	3

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 208, 238, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the county to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$431,825	\$0	\$611,197	\$0
Contractual Services	\$91,754	\$0	\$101,754	\$0
Materials & Supplies	\$17,230	\$0	\$18,810	\$0
Internal Services	\$35,829	\$0	\$48,975	\$0
Total GF/non-GF	\$576,638	\$0	\$780,736	\$0
Program Total:	\$576,638		\$780,736	
Program FTE	2.00	0.00	3.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72000A-19 DCM Director's Office

Department: County Management **Program Contact:** Marissa Madrigal
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

A select group of County social service contractors will be chosen to participate in a pilot to assess and improve their processes to ensure participant safety, service quality and efficiency. These contractors will be among the Health Dept. (HD), Dept. of Community Justice (DCJ), Joint Office Of Homeless Services (JOHS) and the Dept of County Human Services (DCHS) service providers. Their processes will be analyzed using Continuous Quality Improvement (CQI) methods and tools and fiscal compliance to ensure core/baseline safety measures for clients/participants and staff.

Program Summary

ISSUE: Multnomah county departments contract with agencies to provide services for residents. Departments are responsible for monitoring and supporting performance throughout the life of the contract. Departmental capacity and approaches to monitoring and supporting contractors varies, and contractors have either been found to need, or have requested assistance with critical organizational capacity. Of particular interest is how contractors perform with regard to safety and quality of services. There is a need to assess and assist contractors to establish consistent best processes, practices and policies that ensure safety, quality and efficiency.

GOALS: Assess the current state processes among the selected contractors related to safety, quality and efficiency. Assess using data, risk reports, and client satisfaction. Identify improvement opportunities related to contractors' processes, practices, county monitoring expectations, monitoring tools and technical assistance.

ACTIVITIES: DCHS will secure a limited duration expert in CQI who will work with the pilot participants (contractors). A contractor selection process for the pilot will be developed. This pilot will assist the contractors with process mapping, root cause analysis, strategy development, metric development, and implementation of plan/do/study/act cycles (PDSA). An assessment of their Board of Directors composition will be conducted. They will be assessed for representation by race, gender, ethnicity, and experience to help determine how reflective they are of the communities served. There will be CQI training; application of methods to specific contractor concerns; and technical assistance for up to 6 months post the improvement PDSA tests to ensure implementation success.

To ensure consistent and robust internal communication on the progress of the pilot DCHS will bring pilot updates and solicit input at the Multnomah County Safety Net Partners meetings.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of pilot members who complete at least one organizational process quality improvement analysis.	NA	NA	NA	7
Outcome	% of pilot members with an organizational Quality Improvement Plan.	NA	NA	NA	90%
Output	# of pilot members who identify one or more opportunities for improvement.	NA	NA	NA	7

Performance Measures Descriptions

Quality improvement processes and identified improvement opportunities will focus on client/participant safety, quality of service, and efficiency.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$151,588	\$0
Materials & Supplies	\$0	\$0	\$10,300	\$0
Total GF/non-GF	\$0	\$0	\$161,888	\$0
Program Total:	\$0		\$161,888	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

This program is supported by County General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72000B-19 Organizational Development

Program #72000C - Strategic Capital Planning Ramp Down & Economic Development

6/18/2019

Department: County Management **Program Contact:** Marissa Madrigal
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Strategic Capital Planning Ramp Down & Economic Development program will fund the ramp down of the Capital Assets Strategic Program, which is ending June 30th, 2019. This one time only program offer will fund a one year limited duration assignment position to retain the institutional knowledge of the incumbent Capital Planning Director for Fiscal Year 2020. If funded, the position would both intentionally ramp down the program and pinch hit on the portfolio of economic development issues that currently have no staffing due to elimination of the Economic Development Program in FY20.

Program Summary

The LDA Capital Planning Director will transfer the Countywide institutional knowledge gained over the past three fiscal years building the Countywide Capital Strategic Plan to other stakeholders so that the work is not lost and can be transitioned into maintenance mode in subsequent fiscal years.

This position will also fill in for gaps created by the elimination of the Economic Development Program and following the FY19 departure of the Economic Development Officer, which was eliminated from the FY20 budget to meet general fund constraint.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Retention of key knowledge and capacity	NA	NA	NA	1
Outcome	Rampdown and transition of the program to a maintenance mode	NA	NA	NA	1

Performance Measures Descriptions

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$246,857	\$0
Total GF/non-GF	\$0	\$0	\$246,857	\$0
Program Total:	\$0		\$246,857	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

This program is supported by one time only County General Fund revenues.

Significant Program Changes

Last Year this program was:

Department:	County Management	Program Contact:	Mike Jaspin
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The Budget Office guides the development of the County's budget process, prepares the annual budget and supports the Chair and the Board of County Commissioners with their budgeting decisions by helping to align the County's annual spending plan with their priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program, and management analysis.

Program Summary

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office does the following:

- Prepares the annual budget, budget in brief and associated documents
- Financial forecasting and budget revenue/expenditure projections
- Ad hoc analysis for County Management and the Chair's Office
- Countywide cost control analyses
- Prepares the supplemental budget and maintains the legal budget throughout the course of the year

Staff also assist departments in measuring performance of County programs; providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on countywide task forces related to budget, finance and other policy or fiscal matters; identify and resolve problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

Over the past 16 years, the County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Annual Award. The award represents a significant achievement by the County. It reflects the commitment of Multnomah County's governing body and staff to meet the highest principles of governmental budgeting.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of budget modifications processed (includes internal)	214	200	250	220
Outcome	% of budget modifications entered into SAP/Workday within 4 weeks of Board approval	98%	95%	100%	98%
Quality	Percent error in General Fund Revenue Forecast	1.95%	2.0%	0.66%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	92%	92%	92%	92%

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2019 estimate is the "actual" customer satisfaction rating.

Legal / Contractual Obligation

The Budget Office is not mandated, but the County is subject to Oregon Budget Law, ORS Chapter 294 & sections of ORS Chapters 280 & 310 related to filing and ballot title wording. The office is responsible for producing a financially sound budget that complies with the law and communicating the outcome from public funds entrusted to the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,575,226	\$0	\$1,691,407	\$0
Contractual Services	\$32,000	\$0	\$53,500	\$0
Materials & Supplies	\$117,766	\$0	\$96,266	\$0
Internal Services	\$251,894	\$0	\$263,682	\$0
Total GF/non-GF	\$1,976,886	\$0	\$2,104,855	\$0
Program Total:	\$1,976,886		\$2,104,855	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72001-19 Budget Office

Department: County Management
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Mike Waddell
Program Offer Stage: As Adopted

Executive Summary

Central Accounts Payable supports County programs in the areas of vendor payment processing, auditing and data integrity, travel and training audits, procurement card administration, vendor master file management and County Administrative Procedures compliance monitoring.

Program Summary

Central Accounts Payable (AP) processes approximately 125,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the purchasing card program and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the year-end expenditure accruals; conducts internal audits of AP functions while ensuring that vendor payments are paid in an accurate and timely manner and are compliant with applicable internal controls, administrative procedures and government accounting practices. AP coordinates/prepares documentation for external audits and is responsible for maintaining accurate vendor records for payment and tax reporting purposes. AP also establishes and communicates clear and uniform county administrative practices and procedures related to AP functions. In addition, AP provides one-on-one technical assistance/training and also hosts information forums and periodic finance related user-group meetings for the purpose of informational updates, group training, and peer/professional support which ultimately contribute to staff competencies.

Central Accounts Payable promotes continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the AP function from a paper intensive payment process to a more sustainable, electronic payment process. This single objective has reduced the cost of government by providing operating efficiency while maintaining internal controls and supporting the County's sustainability goals.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Payments Processed	131,293	128,000	124,378	128,000
Outcome	Percent of Invoices Paid On Time within std NET 30	86.0%	87.0%	87.0%	87.0%
Outcome	Percent of Total Payments that are Electronic	70.6%	72.0%	73.1%	73.0%
Outcome	Procurement Card Rebates	\$292,000	\$290,000	\$300,000	\$290,000

Performance Measures Descriptions

Invoice payments processed will decrease as we progress to more consolidated billings, electronic payments and growth in Multco Marketplace activity. Net payment is due 30 days after receipt of original invoice. Percent of total payments that are electronic--growth correlates with more cost effective electronic payment methods including ACH, ePayables and Pcards. Procurement Card Rebates are directly associated with the total amount spent in the P-Card system. Rebate projection same as previous year during ERP transition year.

Legal / Contractual Obligation

Tax Information Returns (i.e. 1099 MISC, 1099 INT, etc.) are mandated by the Internal Revenue Service code as described in Sections 1.6001-1 through 1.6091-4. Failure to comply would result in the County being assessed penalties and fines.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$924,271	\$0	\$990,628	\$0
Contractual Services	\$0	\$0	\$1,950	\$0
Materials & Supplies	\$10,374	\$0	\$8,424	\$0
Total GF/non-GF	\$934,645	\$0	\$1,001,002	\$0
Program Total:	\$934,645		\$1,001,002	
Program FTE	7.60	0.00	7.60	0.00

Program Revenues

Other / Miscellaneous	\$290,180	\$0	\$290,180	\$0
Total Revenue	\$290,180	\$0	\$290,180	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank and Bank of America, are based on the level of annual spending in each of the bank's credit card programs. The majority is from Bank of America's purchasing card program; rebates from BOA are generally 1.4% of total value of transactions processed annually. Multnomah County is part of the Bank of America Procurement Card Consortium of local governments which, as a group, has leveraged competitive rebate terms.

Significant Program Changes

Last Year this program was: FY 2019: 72002-19 FRM Accounts Payable

Department: County Management

Program Contact: Mark Campbell

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Chief Financial Officer manages the financial health of the entire County and sets administrative policy related to financial management. Direct responsibilities include Accounts Payable, General Ledger, Fiscal Compliance, Risk Management, Payroll, Retirement Programs, Tax Administration, Central Purchasing and Treasury.

Program Summary

The Chief Financial Officer (CFO) develops and presents financial guidelines to executive level staff, the County Chair's Office, and the Board of County Commissioners. The CFO presents recommendations related to public financial policy to these groups as well as other jurisdictions. The CFO interacts with the Oregon Legislature, the general public, and the business community in assessing the potential impact of changes in financial policy. The CFO also develops and/or suggests financing alternatives to executive level staff and jurisdiction partners.

The CFO monitors the Public Employees Retirement System (PERS) and works with partner jurisdictions to develop and present legislative policy. This involves communication with the Board, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the Board and County departments to establish priorities and guidelines, and ensures that policies are aligned with these priorities. The CFO works with departmental finance sections, DCM divisions, and all County department stakeholders on all administrative policies and procedures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Comprehensive Annual Financial Report is issued according to legal requirements	1	1	1	1
Outcome	Maintain County's high bond rating of Aaa	1	1	1	1

Performance Measures Descriptions

The Comprehensive Annual Financial Report is a primary product of the Finance Division. Statutes require that it is issued within six months of the close of the fiscal year. 1=achieved; 0=not achieved.

County maintains the highest bond rating of Aaa on general obligation debt. This rating is achieved by continuing to demonstrate prudent financial management. 1=achieved; 0=not achieved.

Legal / Contractual Obligation

Several financial functions laid out in Oregon Revised Statutes and County Code are directly and indirectly the responsibility of the Chief Financial Officer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$488,392	\$80,403	\$547,023	\$108,182
Contractual Services	\$19,500	\$0	\$19,500	\$0
Materials & Supplies	\$15,500	\$0	\$15,500	\$0
Internal Services	\$983,302	\$197,638	\$1,007,905	\$209,742
Total GF/non-GF	\$1,506,694	\$278,041	\$1,589,928	\$317,924
Program Total:	\$1,784,735		\$1,907,852	
Program FTE	2.60	0.35	2.55	0.45

Program Revenues

Other / Miscellaneous	\$0	\$223,975	\$0	\$317,924
Total Revenue	\$0	\$223,975	\$0	\$317,924

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72003-19 FRM Chief Financial Officer

Department: County Management **Program Contact:** Samina Gillum
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The General Ledger program manages central financial accounting and reporting, including the annual external financial audit, the indirect cost allocation plan, the comprehensive framework of internal controls, as well as general countywide accounting support and assistance.

Program Summary

The General Ledger (GL) program supports and monitors the County's financial accounting activity by performing corporate level accounting functions including account reconciliations, review/approval of accounting transactions and preparing required financial reports.

The primary product is the County's Comprehensive Annual Financial Report (CAFR), which includes all activities associated with the required annual external financial audits. The CAFR earns the Government Finance Officers Association (GFOA) award annually for excellence in financial reporting. This award indicates management has prepared financials that meet the reporting standards and requirements noted by GFOA. Approximately 3% of governmental entities in the United States receive this award annually.

General Ledger prepares the County's cost allocation plan needed to recover central and departmental overhead and administrative indirect costs from external revenue sources. GL also maintains internal controls and the chart of accounts.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300
Outcome	Number of Comprehensive Annual Financial Report audit deficiency comments from external auditors	2	0	0	0
Quality	Number of days Comprehensive Annual Financial Report is completed after fiscal year end	180	174	173	173

Performance Measures Descriptions

Fewer balance sheet accounts identified with misstatements indicate a high degree of accuracy in the financial statements (CAFR) and effective internal controls are in place (approx. 300 total accounts). External auditors express their opinion on the County's CAFR, including assessment of the risks of material misstatement of the financial statements. "0" means the auditors identified no deficiencies or weaknesses in internal controls. Financial reports should be issued soon enough after the close of a period to affect better decision making.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS), Ch. 297: Audits of Public Funds and Financial Records, requires governments to have an external audit and that it be submitted to the Secretary of State - Audits Division.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$910,288	\$0	\$991,517	\$0
Contractual Services	\$6,500	\$0	\$2,000	\$0
Materials & Supplies	\$12,250	\$0	\$11,900	\$0
Total GF/non-GF	\$929,038	\$0	\$1,005,417	\$0
Program Total:	\$929,038		\$1,005,417	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues

Service Charges	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$20,000	\$0	\$20,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from the County's separately issued component unit financial reports: Mid County Service District, Dunthorpe-Riverdale Service District and the Library District. The revenues are a reimbursement for central accounting and reporting services provided to each component unit.

Significant Program Changes

Last Year this program was: FY 2019: 72004-19 FRM General Ledger

Department:	County Management	Program Contact:	Brian Smith
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to employees who perform purchasing functions. Purchasing supports departments to procure products and services in construction, materials, and both non-professional and professional services. Purchasing ensures appropriate and cost-efficient public procurement and contracting practices, including evaluating the economic, social and environmental impacts of purchases.

Program Summary

Purchasing provides leadership, policy oversight and monitoring, contract procurement, compliance, staff training, support services and overall accountability for several thousand contracts and hundreds of millions of dollars awarded each year.

Key efforts include the following: (1) safeguard the County from potential contractual risk and liability exposure; (2) functional administration of the County's procurement and contracting software; (3) ensure products and services are purchased in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB); (4) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (5) research, analyze, recommend, and implement best business practices; (6) provide ongoing guidance, support, training, and consultation to departments and employees; (7) track, monitor, analyze and annually report on contract data and performance measures; (8) maximize efforts to include and ensure participation of Minority, Women and Emerging Small Businesses (MWESB), Service Disabled Veterans, and Qualified Rehabilitation Facilities (QRF); (9) participate in community events, meetings and conduct outreach to the MWESB supplier community and; (10) develop and implement sustainable purchasing policies, procedures and training.

Purchasing supports the County's sustainability goals by ensuring sustainable practices of prospective suppliers, contractors and service providers are included as evaluation criteria in all contract awards over \$10,000. All Purchasing staff share in the education, training, and support of County staff to promote and support sustainable purchasing practices.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of contracts awarded to MWESB and QRF businesses	5%	8%	6%	7%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	50	50	49	50
Output	Number of contracts and amendments processed	1022	965	984	1000

Performance Measures Descriptions

Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$150,000) for the County because they represent the greatest risk in the County's purchasing activity. Minimizing the number of sustained protests is an indicator of how well Purchasing is managing the risks associated with formal procurement processes. The output measures listed are good indicators of the volume of formal procurements we conduct and the contract processing activity across all County departments.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,233,796	\$102,073	\$2,446,450	\$55,441
Contractual Services	\$38,219	\$0	\$17,646	\$0
Materials & Supplies	\$132,009	\$5,000	\$127,213	\$3,800
Total GF/non-GF	\$2,404,024	\$107,073	\$2,591,309	\$59,241
Program Total:	\$2,511,097		\$2,650,550	
Program FTE	18.50	1.00	18.50	0.50

Program Revenues

Other / Miscellaneous	\$2,000	\$0	\$2,000	\$0
Total Revenue	\$2,000	\$0	\$2,000	\$0

Explanation of Revenues

This program is primarily supported by General Fund revenues.

External revenues are generated primarily when fees are collected for services performed in response to public records requests, and when County surplus is sold through the surplus program. The estimate from these sources is \$2,000.

Significant Program Changes

Last Year this program was: FY 2019: 72005-19 FRM Purchasing

Program took on functional administration of the County's procurement and contracting software as part of the ERP program. This includes the existing Multco Marketplace, which was transferred from DCA, as well as three new modules to support suppliers, procurements, and contracts.

The 0.50 FTE reduction in staff from FY 19 is due to the end of funding at the completion of the Health Department Headquarter's Project. We are requesting funding for this 0.50 FTE to develop and operate the Labor Compliance Program #72005B in FY 20.

Department: County Management
Program Offer Type: Innovative/New Program
Related Programs: 72005-19 FRM Purchasing
Program Characteristics: One-Time-Only Request

Program Contact: Brian Smith
Program Offer Stage: As Adopted

Executive Summary

This program offer will fund a Labor Compliance Pilot Program to provide education and support for workers and construction contractors on wage theft prevention and will create a volunteer program to interview workers on the jobsite to help ensure they are paid a fair wage. The program offer will also purchase data infrastructure to help the County with compliance monitoring.

Program Summary

Wage theft exists when a worker is not paid or is underpaid for their work. Wage theft harms workers by driving down wages, and harms honest contractors by making them less competitive. Wage theft is particularly prevalent in the construction industry. According to the Oregon Center for Public Policy, “Between 2015 and 2016, the most recent period of data we analyzed, the construction industry had the second highest number of wage claims as a share of its workforce.” Some wage theft is unintentional (for example, a calculation error), and easily correctable when identified. Other wage theft is intentional, and often harms workers who may not report it for fear of losing their jobs. A County Labor Compliance Program can support workers and contractors to ensure workers are getting paid correctly.

This Labor Compliance Pilot Program will: 1) provide technical assistance and support to ensure that contractors and subcontractors properly classify workers and are in compliance with BOLI labor laws which include Apprenticeship rules and Prevailing Wage laws; 2) ensure that workers on County projects understand their rights related to wage laws, 3) train and oversee authorized community volunteers to support the County’s verification of certified payroll by interviewing workers at worksites regarding wages, benefits, and hours, and 4) purchase software to enable robust monitoring and reporting on wages and benefits paid on County construction projects.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of volunteers certified by County	NA	NA	NA	10
Outcome	Percent of County construction projects visited by certified volunteers	NA	NA	NA	75%

Performance Measures Descriptions

This is a pilot program with new measurements. The program will need to train a group of volunteers quickly in FY 2020 as construction site visits are a key component of this program. While site visits would ideally happen at all construction projects, some may not be visited due to time or resource constraints.

Legal / Contractual Obligation

ORS 279C.800 to 279C.870 list the requirements for payment of prevailing wages paid on public works projects.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$55,441	\$0
Materials & Supplies	\$0	\$0	\$144,436	\$0
Total GF/non-GF	\$0	\$0	\$199,877	\$0
Program Total:	\$0		\$199,877	
Program FTE	0.00	0.00	0.50	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

This program would be funded through General Fund revenues.

Significant Program Changes

Last Year this program was:

The 0.50 FTE Program Specialist in this offer was assigned in FY19 to the Health Department Headquarter's Project and included in Program #72005A (FRM Purchasing). With conclusion of that project, the position is now available to develop and operate the Labor Compliance Program.

Department: County Management

Program Contact: Michelle Cross

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Property & Liability Risk Program (P&LRP) manages the County's property and liability risks in accordance with all legal requirements and County policies/procedures. It focuses on countywide risk exposures, liability/subrogation claims, property claims, purchasing insurance, loss control/prevention, and assists departments in managing identified risks.

Program Summary

Each year, the Property & Liability Risk Program (P&LRP) seeks to determine the County's "Cost of Risk", benchmark against other entities and continually improve the program by implementing best practices. The (P&LRP) purchases property insurance, marine coverage, crime coverage, excess liability, excess medical malpractice coverage, bonds, and other specialized insurance coverage for the County. Where the cost of insurance prohibits purchase or coverage is not available, we self fund losses. The P&LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance and develops countywide policies and procedures related to loss prevention and control. The P&LRP designs and implements risk management strategies for the prevention of risk exposure and property and liability loss countywide. The program adjusts property loss claims, and oversees the Third Party Administrator contracted to process general liability insurance claims for the County. Litigation and large general liability insurance claims are settled with expertise from the County Attorney's Office. The County chooses to "self-insure" (retain a certain amount of financial exposure to loss) and purchases property and excess liability coverage for large property and liability related claims. This decision controls the loss adjustment process, minimizes our "total cost of risk" (uninsured claims costs + insurance costs + administrative costs), and motivates internal loss control behavior. A department's internal property and liability allocated charges are based on their past losses using actuarial data and historical loss data to determine cost percentage rates based on anticipated future losses.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of policies for insured risks and statutory bonds purchased/renewed*	17	17	17	17
Outcome	Total Cost of Risk**	0.46	0.59	0.67	0.59

Performance Measures Descriptions

*Appropriate types of insurance coverage indicate strong safeguarding of the county's assets.

**Total Cost of Risk is measured and compared annually to other public entities. It provides information on the financial impact of the county's risk assumption (value approaching zero is preferable, 1=average of public entities)

Legal / Contractual Obligation

The Property & Liability Risk Program is mandated by County Code 7.100-7.104. The County is required by the State to have specific insurance and bond coverage. The County is self-insured for third-party liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270 and purchases Excess General Liability insurance above the self-insured retention of \$1,000,000. The required Public Official Bonds, DEQ Bonds, and Pharmacy Bond are purchased in accordance with State requirements. The P&LRP manages the County's compliance with numerous Oregon Occupational Safety and Health Administration (OR-OSHA) and Life Safety requirements to promote employee and public safety, including driver's license validation program and inspections by regulatory and insurance carrier representatives.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$339,884	\$0	\$368,422
Contractual Services	\$0	\$266,758	\$0	\$273,761
Materials & Supplies	\$0	\$3,300,157	\$0	\$3,730,601
Total GF/non-GF	\$0	\$3,906,799	\$0	\$4,372,784
Program Total:	\$3,906,799		\$4,372,784	
Program FTE	0.00	2.50	0.00	2.50

Program Revenues

Other / Miscellaneous	\$0	\$3,906,799	\$0	\$4,372,784
Total Revenue	\$0	\$3,906,799	\$0	\$4,372,784

Explanation of Revenues

Departments are charged a risk property & liability rate based on claims experience and an actuarial valuation performed every three years. The P&LRP also receives subrogation money and reimbursement related to liability claims.

Significant Program Changes

Last Year this program was: FY 2019: 72006-19 FRM Property & Liability Risk Management

Department: County Management
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Vanessa Witka
Program Offer Stage: As Adopted

Executive Summary

Central Payroll is responsible for paying the employees of Multnomah County, ensuring compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, issuing wage and tax reporting statements and administering the pension and deferred compensation programs.

Program Summary

Central Payroll produces 24 payrolls per year for all Multnomah County employees and is responsible for accurately withholding, reporting and remitting employment taxes to Federal, State and Local taxing authorities. Payroll reports and remits pension contributions to the Public Employees Retirement System and administers the County's IRC §457 deferred compensation program. Payroll ensures that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts and County Administrative guidelines. Payroll reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies and union dues. Payroll reconciles and produces year-end tax statements for employees (W2's) and vendors (1099's) of Multnomah County following strict federal and state regulations.

Payroll protects County funds by ensuring that employment taxes, wage and tax statements, and pension payments are processed and remitted timely to avoid assessment of fines for noncompliance. The program supports the County's sustainability goals by providing electronic disbursements of wages to employees' financial institutions and providing paperless notification of their deposits. Currently 98% of employees participate in direct deposit, all employees receive notification of their payslip through Employee Self Service.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of payments issued per period*	7,123	7,200	7,127	7,200
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	52%	62%	55%	58%

Performance Measures Descriptions

*Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits. Payroll has consistently maintained a high level of system accuracy (99%).

**The percent of employees participating in the deferred compensation plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 45%.

Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, 12 union contracts, and Multnomah County Personnel Rules. Withholding and remitting employment taxes is mandated by the Internal Revenue Service and the Oregon Dept of Revenue. Pension contributions are mandated by union contracts, Multnomah County Personnel Rules and Oregon Revised Statutes. Failure to comply with these laws and regulations result in fines and penalties being assessed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,003,912	\$0	\$971,921	\$0
Contractual Services	\$19,500	\$0	\$39,874	\$0
Materials & Supplies	\$21,759	\$0	\$18,468	\$0
Total GF/non-GF	\$1,045,171	\$0	\$1,030,263	\$0
Program Total:	\$1,045,171		\$1,030,263	
Program FTE	8.45	0.00	7.40	0.00

Program Revenues

Other / Miscellaneous	\$155,718	\$0	\$162,030	\$0
Beginning Working Capital	\$0	\$0	\$19,116	\$0
Total Revenue	\$155,718	\$0	\$181,146	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenues for the deferred compensation program are contractually negotiated with the County's deferred compensation provider through a revenue sharing agreement. All administrative costs associated with the program are paid for through the agreement. The revenue sharing enables the County to offer the program to employees at no cost to the County. The estimated reimbursement for FY 2020 is \$145,030 and is adjusted each following year by the CPI-W west coast A amount. In addition \$19,116 of BWC from FY 2018 FY 2019 is budgeted. The remaining \$17,000 is miscellaneous revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72007-19 FRM Payroll/Retirement Services

The implementation of Workday, our new ERP system, resulted in the elimination of certain Payroll functions performed by a single individual. That elimination of functions resulted in the reduction of 1.00 FTE which was classified in the budget as a Finance Tech but under-filled with an Office Assistant 2 classification (position #716130)

Department: County Management

Program Contact: Eric Arellano

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships and broker/dealer relationships. Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodging Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

Program Summary

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the Chief Financial Officer in the issuance of debt, including opportunities to refinance existing debt and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANs) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the County. It is set at a rate of 1.45% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 16% of General Fund revenues. A Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the County. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitors Development Fund to support tourist activities. A Transient Lodging Tax (TLT) is charged on the rental of hotel/motel rooms within the county. It is currently set at a rate of 11.5% of rental fees. Most of the revenue generated by the TLT is passed through to other entities. Cities retain 6%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitors Development Fund.

Treasury maintains effective banking relationships to keep pace with technology and adapt to the needs of County Departments to provide better service to County residents.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	778	640	838	854
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Business Accounts in County****	89,132	90,000	98,824	100,800

Performance Measures Descriptions

*Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures compliance to applicable ORS)

**The number of tax returns filed is a measure of compliance with applicable code requirements.

***Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures County meets its debt obligations)

****The number of business accounts is used as a workload measure and serves as an indicator of economic activity within the County.

Legal / Contractual Obligation

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11 (MVRT and TLT). The Business Income Tax is administered by the City of Portland through an intergovernmental agreement (IGA) that expires at the end of FY 2019.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$505,280	\$0	\$584,739	\$0
Contractual Services	\$1,558,415	\$0	\$1,624,146	\$0
Materials & Supplies	\$13,450	\$0	\$13,450	\$0
Total GF/non-GF	\$2,077,145	\$0	\$2,222,335	\$0
Program Total:	\$2,077,145		\$2,222,335	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues

Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$154,000	\$0	\$154,000	\$0
Total Revenue	\$274,000	\$0	\$274,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the Visitors Development Fund Board. Under terms of the IGA that created the Visitors Development Fund the County receives an administrative fee equal to 0.7% of MVRT and TLT revenues recorded in the fund.

Investment earnings from the investment portfolio are allocated to this program to cover administrative fees for non-discretionary investment advisory services.

Significant Program Changes

Last Year this program was: FY 2019: 72008-19 FRM Treasury and Tax Administration

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

FRM Motor Vehicle Tax Program focuses on the administration and enforcement of the Motor Vehicle Rental Tax (MVRT) charged on the rental of cars and light trucks within the County. The program also addresses possible code changes being considered to generate additional revenue for the General Fund.

Program Summary

The Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the County. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitors Development Fund to support tourist activities. The Treasury staff currently collects and records tax collections. This program will provide additional audit capacity and will focus on identifying taxpayers who potentially should be paying the tax. A limited duration Senior Finance Specialist dedicated to the Motor Vehicle Rental Tax would work to recover its costs in new, ongoing revenue.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Delinquent accounts discovered and collected through audit	NA	NA	NA	3
Outcome	Recover costs of program with new, ongoing revenue	NA	NA	NA	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$140,498	\$0
Materials & Supplies	\$0	\$0	\$9,760	\$0
Total GF/non-GF	\$0	\$0	\$150,258	\$0
Program Total:	\$0		\$150,258	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Taxes	\$0	\$0	\$150,258	\$0
Total Revenue	\$0	\$0	\$150,258	\$0

Explanation of Revenues

This program is supported by additional Motor Vehicle Tax Revenues.

Significant Program Changes

Last Year this program was:

Department: County Management

Program Contact: Michelle Cross

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Workers' Compensation section of this program manages the work-related employee injury and illness process and assists employees in returning to their jobs post injury or illness. The Safety and Health section oversees the loss prevention efforts of the County by assisting each department in meeting loss prevention requirements of a workers' compensation self-insured employer and Oregon Occupational Safety and Health Division (OR-OSHA) compliance.

Program Summary

This program provides workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for this mandatory program since 1978. Claims are administered through a contract with a third-party administrator (TPA) with oversight and coordination of return to work from Risk Management staff. Staff work with employees, supervisors, physicians, the TPA, attorneys, managed care organizations and other vendors to accurately and timely process claim benefits for the injured employee. Internal Workers' Compensation section employees focus on service, cost containment and compliance efficiency. The Workers' Compensation section is responsible for the County's return-to-work program and follows state requirements necessary to benefit from the Workers' Compensation Division (WCD) Employer-At-Injury reimbursement program.

The primary activity of the Safety and Health section is reducing employee on-the-job injuries and employer liability due to injuries to non-employees. Safety and Health staff consult with County departments to assist them in providing a safe environment for both employees and the public. It helps identify and abate deficiencies related to occupational safety and health regulations. All employer-based loss prevention activity needed to maintain the workers' compensation self-insured status is managed by the Safety and Health staff and communicated to internal partners for implementation and program success.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	*Number of site safety visits to meet loss prevention consultative needs and satisfy OR-OSHA requirements	20	24	18	24
Outcome	**Workers' Compensation Experience Rating Modifier (ERM) below industry average	0.87	0.7	0.78	0.66

Performance Measures Descriptions

*Performance measures are designed to meet OR-OSHA Self-insured Employer OAR 437-001-1060 (2) & (7) rules and monitor our success as a self-insured employer. The loss prevention output tracks the Safety Specialists consultative service to employee safety and health at the work site level.

**The ERM demonstrates our success in impacting safety and loss prevention efforts countywide. 1.0 is industry standard, and less than 1.0 exceeds industry standard. Insurance industry sets our ERM annually based on past losses.

Legal / Contractual Obligation

MCC 7.102 and 7.103 establishes the safety and loss prevention program in the County. The Oregon Safe Employment Act, ORS 654, establishes minimum safety standards for employers. Oregon OSHA, as outlined in OAR 437-001-1005 through 1020 and 1050 through 1060, requires each self-insured employer to have a written loss prevention plan for each location and to provide safety and health loss prevention services for each work site.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$852,233	\$0	\$913,910
Contractual Services	\$0	\$361,800	\$0	\$365,335
Materials & Supplies	\$0	\$2,231,066	\$0	\$2,202,573
Total GF/non-GF	\$0	\$3,445,099	\$0	\$3,481,818
Program Total:	\$3,445,099		\$3,481,818	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues

Other / Miscellaneous	\$0	\$3,445,099	\$0	\$3,481,818
Total Revenue	\$0	\$3,445,099	\$0	\$3,481,818

Explanation of Revenues

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria are met. Claim processing over payment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Medic First Aid for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider.

Significant Program Changes

Last Year this program was: FY 2019: 72009-19 FRM Worker's Compensation/Safety & Health

Department: County Management

Program Contact: Mark Campbell

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an intergovernmental agreement (IGA) the County entered into in 1994. The transactions for this program are recorded in the Recreation Fund.

Program Summary

This program's primary purpose is to provide funding to Metro to maintain and operate community parks which in turn build local communities and provide for recreational opportunities. The program's resources derive from Marine Fuel Tax apportioned to Multnomah County. The expenditures of the fund are pass-through payments to Metro under an IGA the County entered into in 1994.

These funds may be used to operate, administer and maintain the following Metro natural areas and regional facilities that were transferred from Multnomah County in 1994: Mason Hill Park, Sauvie Island Boat Ramp, Multnomah Channel Park, Bybee-Howell House and Park, Belle View Point, James Gleason Memorial Boat Ramp, Broughton Beach, Beggars Tick Marsh, Glendoveer Golf Course and Fitness Trail, Blue Lake Park, Gary and Flagg Islands, Oxbow Park, Indian John Island, Larch Mountain Corridor, Chinook Landing Marine Park, Sandy River Access Points, Smith & Bybee Lakes Addition, Phillipi Property and the Expo Center. Each of these sites offers a different recreational benefit for all citizens.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Payment Remitted in a Timely Manner	1	1	1	1
Outcome					

Performance Measures Descriptions

Under state law marine fuel taxes are allocated to counties based on the number of boat registrations and miles of waterway within the County. These revenues are turned over to METRO under terms of an IGA that transferred Multnomah County parks to METRO. 1 - Yes; 0 - No

Legal / Contractual Obligation

Pass-through payment under terms of the IGA that transferred parks from the County to METRO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$50,000	\$0	\$50,000
Internal Services	\$0	\$1,400	\$0	\$1,400
Total GF/non-GF	\$0	\$51,400	\$0	\$51,400
Program Total:	\$51,400		\$51,400	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Taxes	\$0	\$51,400	\$0	\$51,400
Total Revenue	\$0	\$51,400	\$0	\$51,400

Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2019: 72010-19 FRM Recreation Fund Payment to Metro

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Fiscal Compliance unit performs pre-award risk assessments, site reviews and financial statement analyses on County human service contracts in order to maintain compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. The unit manages the County's annual Single Audit (audit of the County's federal expenditures) and provides countywide grant management policy development, guidance, and support to County departments.

Program Summary

Fiscal Compliance is responsible for administering Countywide grant compliance oversight and performing subrecipient monitoring for all County human services contracts to ensure compliance with Federal and State requirements. In fiscal year 2017, the County received \$62 million in Federal grant funding of which \$18 million was passed-thru to subrecipients.

Fiscal Compliance performs annual risk assessments (which includes a financial statement review) on all contracts receiving Federal funds to ensure compliance with external standards/regulations and assesses the entities financial health. In the most recent year, Fiscal Compliance performed 47 risk assessments. Fiscal Compliance performed 18 site audits covering \$7.2 million in federal expenditures. The performed oversight helps department programmatic staff carry out service delivery by ensuring subrecipients are compliant with grant requirements and are financially stable.

Fiscal Compliance manages and coordinates the annual Single Audit for the County. The program also administers the County's fiscal grants management user group which supports County grants administration, grants policy, and grant compliance efforts.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	49	50	49	50
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	83%	85%	85%	85%

Performance Measures Descriptions

The Fiscal Compliance unit performs financial monitoring of County-funded human service providers. Monitoring includes Federal, State, County and other funds recorded in the pass-through/program support GL account. A higher percentage/count monitored indicates greater coverage and decreased County financial risk as it relates to human services providers.

Legal / Contractual Obligation

The Office of Management and Budget (OMB) Federal Register requires entities expending Federal funds over \$750,000 in a fiscal year to have a single audit of Federal awards. Also, according to the Federal Register, Federal funds that are passed on to other organizations (such as non-profits) must perform subrecipient monitoring on those contracts funded with pass-through dollars. The Federal Register requires organizations to publish an approved indirect cost allocation plan for any indirect or administrative costs allocated to Federal awards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$382,893	\$0	\$423,085	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
Total GF/non-GF	\$386,273	\$0	\$426,465	\$0
Program Total:	\$386,273		\$426,465	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72012-19 FRM Fiscal Compliance

Department: County Management

Program Contact: Anna Plumb

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Evaluation and Research Unit (ERU) performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU monitors and analyzes key metrics of countywide organizational health, including workforce equity; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice; and works with system partners to evaluate cross-departmental county programs.

Program Summary

The Evaluation and Research Unit performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU currently monitors and analyzes key metrics of countywide organizational health, including workforce equity and employee experience; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice, and works with system partners to evaluate cross-departmental county programs, including a partnership with the Joint Office of Homeless Services (JOHS) to design and implement evaluation(s) of the A Home for Everyone project to end homelessness in the region.

In FY 2019, the ERU partnered with the Office of Diversity and Equity on a project to better understand the experiences and needs of employees with disabilities, served as a partner on department-level and countywide equity work, performed a countywide analysis of pay equity in accordance with state law, and, in partnership with JOHS, presented an analysis of homeless services spending across the region from FY 2014 to FY 2017. In FY 2020, the ERU will: finalize the pay equity analysis; assist in the design and implementation of metrics to measure workforce equity and employee belonging; issue and analyze the FY 2020 Countywide Employee Survey; continue to partner with the JOHS on evaluation(s) of efforts to reduce homelessness in the region; respond to information requests from county leadership; and consult countywide on program evaluation, analytical methods, and data visualization. Examples of recent consulting projects include assisting public safety partners in identifying and tracking project goals via a dashboard, responding to leaders' request for employee demographics, facilitating and analyzing department listening sessions, and assisting County leadership in procuring and managing evaluation consultants for high-priority projects.

The ERU will also continue to sponsor and manage a countywide Community of Practice for county research and evaluation staff that the ERU founded in FY 2017.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of consults performed and reports, presentations, and/or dashboards issued	95	55	95	95
Outcome	Response rate to the Countywide Employee Survey	59%	58%	58%	58%
Outcome	Percent of information and consulting requests responded to within a week.	100%	100%	100%	100%
Output	Number of events for the countywide Community of Practice for Program Evaluation and Research	5	5	5	5

Performance Measures Descriptions

The Countywide Employee Survey happens every two years, therefore the response rate in FY 2019 will also be the result for FY 2020. Response to an information or consulting request is defined as initial acknowledgement and arrangement of a planning conversation. Number of consults and products increased due to increased staffing; we anticipate this higher level will continue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$433,696	\$0	\$472,193	\$0
Materials & Supplies	\$20,390	\$0	\$20,390	\$0
Total GF/non-GF	\$454,086	\$0	\$492,583	\$0
Program Total:	\$454,086		\$492,583	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 72014-19 Evaluation and Research Unit

Department: County Management

Program Contact: Travis Graves

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Department of County Management (DCM) Business Services Program provides business services to the Department through exercising sound, accurate and transparent financial management. The Program coordinates development of the Department Budget, performs financial functions of accounts receivable, accounts payable, grant accounting, procurement and contracting and provides administrative and general accounting support to the Department.

Program Summary

The Department of County Management (DCM) Business Services Program is responsible for coordination and development of a balanced budget that meets Oregon Budget Law, County policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that the Department's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

Business Services is responsible for developing the annual DCM budget through collaboration with department programs; for monitoring, analysis, tracking, and financial reporting throughout the fiscal year; for administration of the budget, including position control, adjustments, amendments and modifications; and for tracking and monitoring various revenue streams. Business Services continually monitors departmental spending throughout the budget cycles to ensure spending within designated spending limits.

Business Services is responsible for grant accounting, accounts receivable, accounts payable, travel and training arranging and reconciliations, mileage reimbursements, procurement card management, timekeeping, general accounting and administrative support. The program is responsible for consultation, oversight and delivery of the procurement and purchasing of goods and services in support of DCM operations, as well as a variety of County-wide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement development, contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration.

Business Services ensures compliance with applicable financial policies, accounting standards and practices, and further ensures contracts meet County Attorney standards and provide legal authority to procure goods and services. Business Services collaborates with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices; and participates in cross-county teams such as the Finance Managers Forum, Purchasing Advisory Council, Purchasing Leaders Councils, Strategic Sourcing Council, and Finance Users Group.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of Accounts Receivable Transactions processed	2950	3,600	3,000	3,000
Outcome	Percentage of Contracts processed following established policies and processes	100%	100%	100%	100%
Outcome	% of travel and training events reconciled within 30 days of travel return date	98%	90%	100%	100%
Outcome	% of Accounts Payable invoices paid in 30 days or less	99%	98%	98%	99%

Performance Measures Descriptions

Outcomes tracking the percentages of contracts issued under established processes, of accounts payable invoices paid within 30 days, and travel & training reconciled within 30 days, demonstrates adequate controls and processes are in place to ensure compliance with county policies and best practices. Actual results for Travel & Training dependent upon various factors impacting ability to complete reconciliations within prescribed timelines. Volume of Accounts Receivable transactions may increase due to workload transitioning from DCM programs to Business Services.

Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures. Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 define procurement and contracting processes within the constraints of ORS requirements. DCM Contracts utilizing cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,029,964	\$0	\$1,094,233	\$0
Contractual Services	\$0	\$0	\$1,318	\$0
Materials & Supplies	\$33,555	\$0	\$28,597	\$0
Internal Services	\$116,335	\$0	\$123,612	\$0
Total GF/non-GF	\$1,179,854	\$0	\$1,247,760	\$0
Program Total:	\$1,179,854		\$1,247,760	
Program FTE	8.50	0.00	8.50	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 72015-19 DCM Business Services

Department: County Management

Program Contact: Travis Graves

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to guide consistent, efficient, and cost effective HR practices across the County organization. It also provides administrative and business services management for Central HR programs, including Labor Relations; Classification and Compensation; Talent Development; Employee Benefits and Wellness; and the Unemployment Insurance Program.

Program Summary

Central HR Administration sets direction, determines policy, develops process structures, and builds relationships to develop and sustain a diverse, talented workforce necessary to achieve results across the organization. Central HR Administration focuses on facilitating communication linkages, ensuring stakeholder input and engaging in collaborative problem resolution to achieve results. The Chief Human Resources Officer is the primary liaison to senior leaders to ensure HR processes are aligned with countywide business goals and oversees evaluation of HR contributions to organizational effectiveness.

Central HR administration oversees countywide program integration and performance measurement; leads HR technology development and process automation; provides budget and financial management; implements employee recognition programs; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of countywide job applications received.	25,750	22,000	22,000	22,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	89%	90%	89%	90%

Performance Measures Descriptions

Output: The number of countywide job applications measures the number of applicants interested in county employment. This number declined, as expected, as a result of recruitment optimization projects. **Outcome:** Percent of respondents that "agree" or "strongly agree" to the question "I am fully engaged in my job" on the bi-annual Countywide Employee Survey. Measure will update in FY 2020.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$755,240	\$0	\$444,525	\$0
Contractual Services	\$54,482	\$0	\$55,806	\$0
Materials & Supplies	\$64,830	\$0	\$54,130	\$0
Internal Services	\$652,575	\$0	\$652,903	\$0
Total GF/non-GF	\$1,527,127	\$0	\$1,207,364	\$0
Program Total:	\$1,527,127		\$1,207,364	
Program FTE	4.63	0.00	2.63	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72016-19 Central HR Administration

Positions 713714 and 717266 (2.00 FTE) moved to Program Offer 72017A to better align positions with actual organization structure.

Department: County Management
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Travis Graves
Program Offer Stage: As Adopted

Executive Summary

Central Human Resources (CHR) services focus on the full lifecycle of employment, developing county-wide resources for attraction, recruitment, selection and ongoing training and development. CHR services implement strategies to address key components of the countywide Human Resources Strategic Plan. Resources include talent acquisition, talent development and classification and compensation, providing systems and tools to attract, train, and retain a diverse, highly qualified workforce.

Program Summary

Classification and Compensation provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Classification and Compensation provides the pay and job classification frameworks that facilitate external competitiveness, ensure internal equity, promote employee retention and support career growth. The team identifies and analyzes job duties and qualifications that define the scope and complexity of work performed. It also researches labor market pay range data for the most accurate indicator of prevailing wages and salaries for comparable jobs.

Talent Development's key priorities and resources will be aligned with the trends and recommendations highlighted in the Workforce Equity Strategic Plan (WESP), Jemmott Rollins Report, and Employee Survey. This includes development of a Leadership Development and Accountability Model, Onboarding and Orientation resources for newly hired managers, and the implementation of the Core Competency Framework that will support performance development and integrate with the Performance Planning Review (PPR) process.

Talent Development coordinates countywide training for employees, provides management/supervisory coaching and training, partners with the Office of Diversity and Equity on implementing the Equity and Empowerment Lens and offers a variety of diversity awareness and skills building courses. Talent Development develops training options by using data from employees' needs surveys, consulting with senior leadership, aligning with key trends and best practices in training and organizational development and responding to urgent emerging needs.

Talent Acquisition centralized resources will lead the development of programs and tools that support and respond to the recommendations of the WESP. This includes developing county-wide shared language for recruitment and selection processes that build upon the Competency Model and diversity-focused best practices. This also includes leveraging the Workday system and other resources to support a more structured onboarding process for managers. These resources will be deeply informed by talent acquisition trends and research.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of managers with 8 hours of training about intercultural communication and racially just practice.	n/a	n/a	n/a	70%
Outcome	Percent of total positions reclassified, revised, updated.	21.5%	15.7%	22.9%	16.8%
Output	Number of county-wide training class attendees	4294	5000	5000	5000
Outcome	Course participants self-report their requested access needs (related to disability or special needs) were met.	n/a	n/a	n/a	95%

Performance Measures Descriptions

Output/Outcome measures are aligned with key performance goals and minimum standards outlined in the Workforce Equity Strategic Plan. Additional measures highlight employee experience as it relates to the accommodation process for trainings. Classification measures align to job market factors and the inability to fill vacancies and/or impact on essential public services.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,544,272	\$0	\$2,259,248	\$0
Contractual Services	\$135,000	\$0	\$137,000	\$0
Materials & Supplies	\$58,700	\$0	\$56,700	\$0
Internal Services	\$102,377	\$0	\$103,503	\$0
Total GF/non-GF	\$1,840,349	\$0	\$2,556,451	\$0
Program Total:	\$1,840,349		\$2,556,451	
Program FTE	10.00	0.00	12.80	0.00

Program Revenues

Service Charges	\$25,000	\$0	\$25,000	\$0
Total Revenue	\$25,000	\$0	\$25,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues. For training events that require administration of certain tools or tests or provide professional certifications outside the usual scope of countywide training, a portion of the cost of attendance will be charged back to the cost center of the employee attendee, for an aggregate total of \$25,000 for FY 2020.

Significant Program Changes

Last Year this program was: FY 2019: 72017-19 Central HR Services

Position 718882 (1.00 FTE) moved from Program Offer 72018 and reclassified from HR Manager 2 to HR Manager Senior. This allowed us to create a Deputy Chief Human Resources Officer position that will oversee the Talent Development Unit as well as the Workday Support - Central HR, and Project Management Teams.

Positions 713714 HR Manager 1 and 717266 HR Analyst Senior (2.00 FTE) moved from Program Offer 72016 to better align positions with actual organization structure. Upon realignment, Position 717266 HR Analyst Senior (1.00 FTE) was reclassified to an HR Manager 1 (0.8) to create a new Leadership Development Manager position, charged with researching, designing, and delivering courses and services through several key leadership development programs. The net effect of this otherwise cost neutral reclassification is a reduction in 0.20 FTE.

Department: County Management
Program Offer Type: Innovative/New Program
Related Programs: 72017A and 72017C
Program Characteristics: One-Time-Only Request

Program Contact: Holly Calhoun
Program Offer Stage: As Adopted

Executive Summary

Central Human Resources requests one-time-only resources to fulfill recommendations outlined in the Workforce Equity Strategies Plan (WESP) and Jemmott Rollins Group (JRG) Recommendations. This proposal represents an intensive reinvestment in managers and supervisors, building critical leadership skills and equipping them to leverage the authority of their positions to create a workplace culture of safety, trust, and belonging. This model will serve as a template for onboarding all new supervisors after FY 20.

Program Summary

The recommendations emphasize leadership development, a “One County” approach ensuring all managers and supervisors have a common framework for leading effectively. These three components will help to achieve that goal: 1. a conference for all managers and supervisors; 2. a Leadership Development and Accountability Program; and 3. a campaign to roll out the Competency Model.

The conference aims to align countywide expectations with the ideal of workforce equity and inclusion, to inaugurate a “One County” approach to building consistent leadership excellence, and to inspire change. The conference is intended to provide county-specific tools, learning and resources to equip managers to best respond and support the workforce equity standards outlined in the WESP and JRG recommendations.

In FY'18, managers attended an average of less than 4 hours of management training offered by the county. Designing a leadership development and accountability model was a key recommendation outlined in the JRG recommendation, reinforced by the COO as a top priority, and again echoed as a critical next step in the county-wide surveys the Office of Diversity and Equity conducted in January '19. The design of a Leadership Development and Accountability model will focus on current managers as well as newly hired managers.

The Leadership Development and Accountability Program is for current and newly hired managers, will ensure managers and supervisors leverage their authority to promote safety, trust, and belonging, and lead with a racial justice focus. It will build high-performing leaders with an understanding of county processes and policies and the interpersonal skills to implement them.

The new county Competency Model describes the behaviors and values expected of all employees. The next step will be to formally roll-out this model in a two-fold approach: a) Develop tools, resources and trainings that help Managers and workforce understand how to leverage the competency model and align it with other performance and professional development tools and b) Launch a branding campaign to further promote the value of the Core Competency Model.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of managers attending manager conference	n/a	n/a	n/a	1000
Outcome	Percent of participants who indicate trainings provided concrete skills for improving safety, trust, and belonging	n/a	n/a	n/a	95%
Output	Number of managers/supervisors attending the Leadership Development and Accountability Program	n/a	n/a	n/a	600

Performance Measures Descriptions

Conference attendees will be 85% management/supervisors, and 15% HR/Labor Relations. Leadership program will serve both new and current managers.

Talent Development evaluation model would be complementary to other WESP evaluation programs.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$302,006	\$0
Contractual Services	\$0	\$0	\$135,000	\$0
Materials & Supplies	\$0	\$0	\$90,000	\$0
Total GF/non-GF	\$0	\$0	\$527,006	\$0
Program Total:	\$0		\$527,006	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Beginning Working Capital	\$0	\$0	\$200,000	\$0
Total Revenue	\$0	\$0	\$200,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues, including BWC carryover of \$200,000 Gen Fund from FY19.

Significant Program Changes

Last Year this program was:

This proposal reflects an expansion of services described in 72017A (Central HR Services) necessary to fulfill the recommendations of the WESP and JRG Reports.

Department:	County Management	Program Contact:	Holly Calhoun
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Adopted
Related Programs:	72017A and 72017B		
Program Characteristics:	One-Time-Only Request		

Executive Summary

Central Human Resources requests one-time-only resources to fulfill recommendations outlined in the Workforce Equity Strategies Plan (WESP) and Jemmott Rollins Group (JRG) Recommendations. This proposal represents expanded capacity for diversity and equity training, facilitation and team-building, and mediation.

Program Summary

The Budget Office estimated that to fulfill recommendations for training outlined in the WESP and JRG Reports would entail 6800 hours of classroom training, an 85% increase over what was delivered countywide in FY 18. These recommendations also include classes on disabilities and accommodations.

Talent Development anticipates that with the formation of an investigations unit, the number of service requests for mediation, facilitation, and team-building for units experiencing conflict will increase, especially following an investigation. Talent Development also anticipates decreased availability of its current team members to meet these new service requests as they champion the roll-out of Workday Functionalities, with related change management needs. This proposal increases capacity for mediation, team-building, training and facilitation for teams experiencing conflict and struggle by creating a limited duration position. This position will also increase Talent Development's ability to provide culturally specific facilitation's and training's across County Departments.

The increased capacity for mediation and other services is based on language in the AFSCME local 88 contract that states the county will make an individual trained in mediation available to employees under a variety of circumstances. Additionally, a focus from the JRG recommendations include a separate investigatory unit and an enhanced complaints resolution process, which does include mediation, facilitation, team-building, etc. The decision to make this OTO is to allow time to evaluate overall structure and scope of work within Talent Development.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of hours of Diversity/Equity training received by managers/supervisors.	n/a	n/a	n/a	6800
Outcome	Percent of participants who indicate trainings provided concrete skills for improving safety, trust, and belonging.	n/a	n/a	n/a	95%
Outcome	Percent of participants who indicate trainings increased their knowledge and concrete skills to lead with race.	n/a	n/a	n/a	95%

Performance Measures Descriptions

Measuring the number of managers and supervisors who participate in Diversity/Equity training; the percent who indicate the training provided concrete skills for improving safety, trust, and belonging; and the percent of participants who indicate trainings increased their knowledge and concrete skills to lead with race.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$168,471	\$0
Total GF/non-GF	\$0	\$0	\$168,471	\$0
Program Total:	\$0		\$168,471	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

This proposal reflects an expansion of services described in 72017A (Talent Development) necessary to fulfill the recommendations of the WESP and JRG Reports.

Department: County Management
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Travis Graves
Program Offer Stage: As Adopted

Executive Summary

Labor Relations provides leadership to ensure effective labor-management relationships, appropriate work conditions and legal compliance that balance the rights of employees with the business needs of the County. This program manages 12 labor contracts, representing 85% of the County workforce, and the Personnel Rules (work rules) that apply to all 100%.

Program Summary

Contract negotiations present one of the most significant opportunities to forge partnerships with labor unions that serve the needs of both the County and its employees. Labor Relations was successful during previous negotiations to achieve staggered dates for contract renewals, which provides the County a better opportunity to strategically plan and time proposals for contract changes. While this approach means contract negotiations have become a year round workload, it does better support Labor Relations and department management staff to focus and prepare for each labor agreement.

Forums such as Employee Relations Committee and Employee Benefits Advisory Team along with tools such as negotiated memorandum create the foundation of open communication, clear and accessible decision making and collaborative problem solving needed to achieve uniform labor/management practices throughout the County.

Labor Relations:

- Leads collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation.
- Guides development of employee relations programs to create and promote a positive organizational culture, and advocate for fair, respectful treatment of employees.
- Ensures consistent application and enforcement of collective bargaining agreements, work rules, grievance and discipline policies.
- Provides internal expertise for dispute resolution, grievance handling, and cooperative problem-solving.
- Maintains and develops personnel rules and administers the County's drug and alcohol testing process.
- Coordinates countywide layoff activities and the merit council appeals process.
- Manages the Unemployment Claims process; and
- Ensures compliance with federal, state, local laws, rules, regulations and labor agreements, and communicates, trains and coaches supervisors, managers and department human resources units on these requirements

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Labor disputes.	110	102	86	102
Outcome	Percentage of labor disputes settled collaboratively.	95%	96%	98%	96%

Performance Measures Descriptions

Output and Outcome: Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. Resolving labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. Arbitration can be costly and result in a binding decision that is not in the County's best interest.

Legal / Contractual Obligation

Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, State, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,067,970	\$51,718	\$900,896	\$54,357
Contractual Services	\$7,000	\$0	\$9,750	\$0
Materials & Supplies	\$15,850	\$0	\$13,100	\$0
Internal Services	\$5,047	\$10,865	\$10,883	\$11,525
Total GF/non-GF	\$1,095,867	\$62,583	\$934,629	\$65,882
Program Total:	\$1,158,450		\$1,000,511	
Program FTE	5.60	0.25	4.60	0.25

Program Revenues

Other / Miscellaneous	\$0	\$54,863	\$0	\$65,882
Total Revenue	\$0	\$54,863	\$0	\$65,882

Explanation of Revenues

This program is supported primarily by General Fund with 0.25 FTE Labor Relations Manager supported by the Risk Fund.

Significant Program Changes

Last Year this program was: FY 2019: 72018-19 Central HR Labor Relations

Position 718882 1.00 FTE moved to Program Offer 72017A.

Program #72019 - Central HR Unemployment

6/18/2019

Department: County Management

Program Contact: Travis Graves

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed due to layoff or other discharge for reasons other than misconduct. Unemployment insurance replaces part of the income that employees lose when they become unemployed.

Program Summary

The Unemployment Insurance Program ensures eligible workers secure financial assistance. The program provides accurate and timely monitoring and reporting, and participates in all hearings to decrease costs and liability due to fraudulent claims. A benefits claim decision will typically favor the applicant if reports are late, data is inaccurate or an employer fails to respond to requested clarification.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of employee claims for unemployment.	219	286	250	250
Outcome	Percentage of unemployment claim appeals found in the County's favor.	56%	60%	35%	50%
Output	Number of unemployment appeals.	9	5	6	7

Performance Measures Descriptions

Outputs and Outcomes: It is the County's goal to support maximum unemployment benefit claims for eligible applicants and minimize fraudulent claims. A higher percentage of claims appealed and subsequently found in the County's favor means a lower expense and lower risk to the County.

Legal / Contractual Obligation

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statutes 657.005 and 657.010, Federal Unemployment Act Social Security Act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$36,120	\$0	\$38,517
Contractual Services	\$0	\$0	\$0	\$150
Materials & Supplies	\$0	\$971,071	\$0	\$970,921
Total GF/non-GF	\$0	\$1,007,191	\$0	\$1,009,588
Program Total:	\$1,007,191		\$1,009,588	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues

Other / Miscellaneous	\$0	\$1,004,841	\$0	\$1,009,588
Total Revenue	\$0	\$1,004,841	\$0	\$1,009,588

Explanation of Revenues

This program is supported by the Risk Fund. Unemployment claims are funded by assessing a rate based on 0.25% of monthly payroll for each department.

Significant Program Changes

Last Year this program was: FY 2019: 72019-19 Central HR Unemployment

Department: County Management
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Travis Graves
Program Offer Stage: As Adopted

Executive Summary

The Employee Benefits Program provides comprehensive health coverage, basic and supplemental life insurance options, Flexible spending accounts for health, dependent/elder care, leave management and short/long term disability benefits for approximately 12,500 eligible individuals, including employees, spouses or domestic partners, dependent children and retirees. The program includes a Wellness component, which promotes and supports a healthier workforce, serving employees and families by providing a wide variety of activities, education and services to promote health and well-being.

Program Summary

Internal administration of the Benefit Programs supports the County's unique business, labor and financial requirements, while providing sound fiscal management of the offered plans to obtain the best benefit value for employees and the organization. The highly trained professional staff oversee administration of a complex array of benefit plans ensuring the County remains compliant with labor contracts, federal, state and local laws and mandates.

The Benefits Program consults and coordinates with County employees and departments to ensure timely enrollment in benefit plans, complete accurate payroll deductions, produce user friendly benefit communication/educational materials, and act as an effective liaison between employees and benefit providers to facilitate problem resolution. The program works closely with County labor bargaining units and management to structure benefit components that provide desirable benefit options within budgetary constraints.

Wellness programs can help reduce employee health plan costs and absenteeism, while enhancing employee retention, morale, and productivity. The Employee Wellness Program serves the specific health needs of our employees as documented by health plan claims, population health data, and employee input. The Wellness Program focuses on chronic disease prevention and management through programs and policies that support healthy eating, physical activity, weight control, stress management, resiliency and overall health and well-being. Health plan partnerships and resources supplement program efforts.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Medical plan annual member count	12,000	12,500	12,400	12,500
Outcome	Participation in County Wellness Programs	9,656	10,150	10,340	11,000
Efficiency	County's annual benefits cost change per employee	7.0%	6.0%	5.0%	6.0%

Performance Measures Descriptions

Output: Total number of members enrolled in health plan coverage during the plan year. This includes employees, retirees, COBRA participants and dependents from all. **Outcome:** This totals the participation across all Wellness offerings in which some report unique participants and others report number of engagements by participants (not unique). **Efficiency:** Actual and projected changes in annual County benefit costs per employee.

Legal / Contractual Obligation

County labor contracts contain benefit mandates for active and retired members. Benefits are governed by a variety of federal/state/local laws and agencies, including Internal Revenue Service (IRS), Dept of Labor (DOL), Dept of Health and Human Services (HHS), COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act, Genetic Information Nondiscrimination Act (GINA), HIPAA, Patient Protection and Affordable Care Act (PPACA), CHIP, civil rights and EEO laws. Labor contracts require a transit pass be provided by the employer. OAR Chapter 340, Div 242 requires employers provide commute options to achieve and maintain a reduced auto trip rate. To meet this requirement, County assists DEQ with their bi-annual survey determining current commute methods, then follows DEQ approved plan to meet target reductions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,060,711	\$0	\$3,106,972
Contractual Services	\$0	\$1,389,052	\$0	\$1,371,000
Materials & Supplies	\$0	\$107,248,636	\$0	\$112,624,663
Internal Services	\$0	\$448,005	\$0	\$484,910
Total GF/non-GF	\$0	\$112,146,404	\$0	\$117,587,545
Program Total:	\$112,146,404		\$117,587,545	
Program FTE	0.00	14.12	0.00	13.12

Program Revenues

Other / Miscellaneous	\$0	\$112,190,140	\$0	\$112,992,945
Service Charges	\$0	\$20,400	\$0	\$20,400
Total Revenue	\$0	\$112,210,540	\$0	\$113,013,345

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$87,381,482 actives/\$7,079,497 Retirees), Short and Long Term Disability and Life Insurance (\$2,891,062); benefit administration charge, (\$4,240,224), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$5,161,848), premium payments from retirees and COBRA participants (\$5,828,832), and operational refunds/forfeitures/rebates/performance guarantee penalties from vendors (\$410,000).

Significant Program Changes

Last Year this program was: FY 2019: 72020-19 Central HR Employee Benefits

Due to operational efficiencies in Workday, the Office Assistant Sr. (703958 1.0 FTE, vacant) is being eliminated. Reclassified 1.0 FTE from a HR Analyst 2 to an HR Analyst Senior.

Department:	County Management	Program Contact:	Travis Graves
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:	72046 - Workday Support - Finance		

Program Characteristics:
Executive Summary

Workday is the enterprise resource planning system (ERP) implemented countywide in January 2019. Unlike older ERP systems, Workday is designed to be managed and supported by the business operational staff in human resources. The Workday Management Support Team provides strategic and operational leadership and manages the roll out of future product functionality.

Program Summary

The Workday Management Team supports Human Capital Management (HCM) operational and strategic functions in Workday including project management, business analysis, configuration, reporting and daily maintenance across the multiple HR disciplines. For HCM and payroll the team supports Workday functions including maintenance of jobs architecture, payroll, compensation, talent, recruiting, core HR, time, absence, benefits and learning. The Workday Management Team will perform the following functions:

1. System configuration related to new functionality or changes to existing system build.
2. Manage system business processes, determine the methodologies for implementing and maintaining HCM and payroll systems, business processes and procedures to achieve a consistent and predictable employee and manager experience across the county.
3. Conduct audits, analyze data, and perform testing to protect data integrity.
4. Meet regularly with stakeholder groups to share new functionality in upcoming Workday releases and determine how to better meet business needs.
5. Write reports and maintain existing reports that may require modifications following scheduled Workday upgrades.
6. Use audit reports to inform how to improve HR and users, managers, employees, and other stakeholders' experience.
7. Assist with training on new functionality following upgrades. Coordinating with Talent Development to create a change and training plan to enhance skill development and adoption for system end users.
8. Manage business relationship with Workday.
9. Work collaboratively with Information Technology and Workday Support-Finance team on technical issues and solutions.
10. Provide analysis support for human resource data associated with the Workforce Equity Strategic Plan.
11. Develop and present reports that show progress towards workforce goals.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of business processes that have been cancelled, corrected, and rescinded.	n/a	n/a	n/a	50%
Outcome	Correction checks per pay period, on average, will equal 10% or less of the workforce.	n/a	n/a	n/a	550
Efficiency	Business processes initiated through employee and manager self service	n/a	n/a	n/a	4,250

Performance Measures Descriptions

Output: the effectiveness of the Workday Management Team's Tier III support to Functional teams. We expect this number to decrease over time. Outcome: measures increasing accuracy of payroll. Efficiency: the effectiveness of change management and organizational adaptation to the new system. We expect this number to increase over time. Performance not measured for FY19 due to go-live delay.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$667,470	\$1,424,838	\$0
Contractual Services	\$0	\$20,000	\$65,921	\$0
Materials & Supplies	\$0	\$39,120	\$84,640	\$0
Internal Services	\$0	\$500	\$51,076	\$0
Total GF/non-GF	\$0	\$727,090	\$1,626,475	\$0
Program Total:	\$727,090		\$1,626,475	
Program FTE	0.00	4.00	8.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

Program Supported by \$625,000 Ongoing General Fund Revenue and \$1,001,475 of One Time Only Revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72022-19 DCM Workday Management Team

Joint DCM Workday Management Team program offer was separated into two program offers. This one for Workday Support - Central Human Resources and a separate one for Workday Support - Finance (72046).

Positions were allocated to the appropriate job profiles after review by Classification Compensation.

Department: County Management

Program Contact: Jeffrey Brown

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

DART Administration plans, directs, and coordinates operations and activities of the County's Division of Assessment, Recording and Taxation; performs state mandated functions of the Assessor, Tax Collector, and certain County Clerk functions; monitors activities for statutory compliance; establishes effective implementation of policies, strategic direction, program evaluation, and process/technology improvements; provides financial and tactical resource planning and employee development and performance management.

Program Summary

DART performs the duties of the County Assessor including property valuation and assessment, property tax rate/levy calculation, certifying the property tax roll for collection, ownership and records management, and mapping. It is responsible for maintaining Real Market Value on over 345,000 real and personal property accounts, and capturing and calculating Measure 50 "exception value" defined as new construction, renovation or remodeling, which increases total Assessed Value of taxing districts. DART performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.8 billion in property taxes; and the County Clerk functions of document recording, marriage licenses and domestic partnership registrations, and administration of the Board of Property Tax Appeals.

The administration program plans, directs and coordinates the operations and activities of Multnomah County's Division of Assessment, Recording and Taxation. Administration is responsible for strategic direction and tactical planning; policy development and implementation; financial planning and budget development; employee development, training, succession planning and performance management; continuity of operations planning; technology and information systems which includes a new Assessment and Taxation System; quality control, program measurement and evaluation and process improvements; administrative support, communications, including the news media, and oversight of over 500,000 customer service interactions annually.

The program supports and provides leadership that ensures all property is valued accurately and taxed fairly as required by the Oregon State Constitution, Oregon Revised Statutes and Oregon Dept of Revenue Administrative Rules, monitors division activities and processes for statutory compliance, and submits required compliance reports to the Oregon Dept of Revenue. This program ensures the collection of property taxes in a timely manner that is fair and equitable to all taxpayers and maintains accurate, accessible property ownership records and property descriptions that are used in the production of county property tax maps. The program provides quality customer service to taxpayers. DART has taken steps toward achieving Climate Action Plan Item #18-8 Local Government Operations, by increasing use of e-files and e-business, and participation in waste recycling efforts, leading to an overall reduction in paper use and paper waste and contributing to a reduced facilities footprint.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total Number of Property Tax Accounts Administered	344,065	346,500	335,500	336,500
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	6%	6%	6%	6%
Efficiency	Cost of Collection per Account (in Dollars)	\$4.00	\$4.00	\$4.00	\$4.00

Performance Measures Descriptions

The percent of required compliance reports received and accepted by the Dept of Revenue (CAFFA Grant Document, Appraisal Plan, Sales Ratio Study) implies adequacy of DART operations and uniform taxation. The goal is to maintain administrative costs at 6-7% of total DART operating program expenditures. The cost of collection per account will fluctuate depending on costs of collection activities and the number of accounts.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines guidelines for acceptable levels of assessment and taxation staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$542,621	\$0	\$477,628	\$0
Contractual Services	\$5,000	\$0	\$9,100	\$0
Materials & Supplies	\$180,590	\$0	\$47,973	\$0
Internal Services	\$87,198	\$0	\$169,710	\$0
Total GF/non-GF	\$815,409	\$0	\$704,411	\$0
Program Total:	\$815,409		\$704,411	
Program FTE	3.80	0.00	2.40	0.00

Program Revenues				
Fees, Permits & Charges	\$80,000	\$0	\$65,000	\$0
Intergovernmental	\$119,956	\$0	\$70,366	\$0
Service Charges	\$20,000	\$0	\$0	\$0
Total Revenue	\$219,956	\$0	\$135,366	\$0

Explanation of Revenues

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of program expenditures. Grant amounts can vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total share of CAFFA is estimated at \$3,627,108, with \$70,366 allocated to DART Administration. General Fund Revenue of \$65,000 is from a portion of the document recording fee for County Assessment and Taxation Programs (5% of the \$10 per document fee) and is for the maintenance of county property tax systems. The document recording fee may vary annually based upon economic factors affecting the real estate market and the number of documents recorded. (Note: The balance of the \$10 document recording fee is allocated to the County Clerk (5%) and to the County Assessment & Taxation Fund (90%) for distribution to the Oregon Dept of Revenue for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72023-19 Div of Assessment, Recording & Taxation Administration

Reduced Program 72023 Division of Assessment, Recording & Taxation Administration from 3.80 FTE to 2.40 FTE. A vacant position was moved from Administration to Assessment Performance Analysis 72029 and reclassified to Sr Data Analyst; a vacant position was moved to Residential Appraisal Program 72034 and reclassified to Appraiser 1. Deputy Director position allocation changed from .30 FTE to .90 FTE; Admin support position allocated .50 FTE to Tax Title Program 72038. Net change (1.40) FTE.

Department:	County Management	Program Contact:	Tim Mercer
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The Division of Assessment, Recording, and Taxation (DART) Customer Service Program is the first primary point of contact for DART customers at the public counter, through the organization's incoming phone system, by email and via online chat.

Program Summary

The Customer Service program responds to approximately 140,000 inquiries annually, including 60,000 walk-in customers and approximately 28,000 reported in the County Clerk Function Program Offer. Staff process tax payments, sell copies of records, process passport applications, and provide general information on behalf of the organization. Property owners, taxpayers, and citizens, in general, have an expectation of local government to provide responsive, accurate, and quality service. The ability to connect directly with the taxpayer increases the understanding of government and the role of property taxation.

Staff spends several hours each year training with other sections throughout the organization, as well as gaining knowledge by reading a variety of relevant informational materials. Customer Service staff also assist the Tax Revenue Management Program by processing approximately 11,000 over-the-counter tax payments totaling approximately \$50+ million dollars annually. Passport photo and County photo ID processes were transferred under the supervision of DART Customer Service and relocated to the DART offices in 2014. The operational costs are split between DART and Facilities & Property Management for photo services. Other recent efficiency and service improvements included point of sale debit/credit cards and website enhancements. In FY19 DART completed installation of new enterprise software (Orion), which is used in all of DART business processes.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of counter transactions	60,661	57,500	56,423	57,500
Outcome	Average number of transactions per cashier	6,558	5,750	6,100	6,216
Output	Number of phone calls, emails and chats received and answered	72,856	70,000	76,339	76,339
Outcome	Average number of phone calls per operator	8253	7,000	8,253	8,252

Performance Measures Descriptions

"Number of counter transactions" includes both computer-generated statistics from the operating systems used in Customer Service and statistics from staff production reports. The system tracks revenue generating transactions including tax payments, marriage licenses, Domestic Partnership Registrations, passport applications and copies of various records. Staff production reports track routine, non-payment transactions.

Legal / Contractual Obligation

Oregon Revised Statutes(ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310, 311, 312 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property taxation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$774,606	\$0	\$891,910	\$0
Contractual Services	\$0	\$0	\$2,650	\$0
Materials & Supplies	\$17,124	\$0	\$20,110	\$0
Internal Services	\$431,560	\$0	\$374,256	\$0
Total GF/non-GF	\$1,223,290	\$0	\$1,288,926	\$0
Program Total:	\$1,223,290		\$1,288,926	
Program FTE	9.10	0.00	9.50	0.00

Program Revenues				
Intergovernmental	\$287,516	\$0	\$278,562	\$0
Total Revenue	\$287,516	\$0	\$278,562	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$278,562 allocated to DART Customer Service. Remaining Customer Service Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72024-19 DART Customer Service

Increased DART Customer Service staffing from 9.10 FTE to 9.50 FTE. Moved .10 FTE allocation of Deputy County Assessor position to DART Admin Program 72023; A Program Supervisor position (705139) formerly in DART Special Programs 72030 was reclassified to Program Mgr 1 and .50 FTE was allocated to Customer Service Program. Net Increase 0.40 FTE.

Department:	County Management	Program Contact:	Tim Mercer
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The County Clerk Functions program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property value. The Board makes decisions to reduce property values or waive personal property late filing fees based on evidence provided by the taxpayer.

Program Summary

Recording is the process of registering legal documents, thus making them a matter of public record. These documents are primarily related to real property transactions. The recording process requires staff to review every document for statutory compliance. The processes for Recording, Marriage Licenses, Domestic Partnership Registrations, and Passport Applications include the collection of statutory fees. With the exception of Passport Applications, the creation and maintenance of general indexes and the production of microfilm preserved for permanent retention is a statutory requirement.

For FY 2018, 146,889 documents were recorded, 6,905 Marriage Licenses were processed, 173 Domestic Partnership Registrations were issued and 12,545 Passport Applications were accepted. Last year 590 BoPTA appeals were processed. 7,974 passport photos were taken. All areas within the County Clerk Functions program provide direct customer service by responding to telephone, chat and email inquiries and walk-in customers. The Recording staff assist approximately 15,000 customers at the counter annually and respond to an estimated 15,000 inquiries. The Marriage License and Domestic Partnership staff assist approximately 28,000 customers at the counter annually and respond to a high volume of inquiries that are reported within the Customer Service total of approximately 140,000 annually.

This program also makes available records for customer use. Electronic recording functionality was installed in 2012 and additional service providers were added in subsequent years, improving efficiency and customer service. Currently, approximately 60% of recording transactions are completed electronically. Over the past three years, records were digitized and a new search engine for PC's used by customers was installed. Future plans, pending County Executive approval, include providing digitized records over the internet for public use.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Marriage Licenses Issued	6,905	7,800	7,340	7,500
Outcome	Number of Accurately Processed Licenses	7,600	7,720	7,720	7,720
Output	Number of Documents Recorded	146,889	170,000	160,000	160,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	10	3	4	4

Performance Measures Descriptions

The "Number of Accurately Processed Licenses" is the number of licenses which the State of Oregon (Office of Vital Statistics) reviewed and found to be 100% accurate. The remaining licenses were returned to the county by the state for minor corrections. The "Average Number of Business Days to Return Original Recorded Documents" is a measure of compliance with the statutory requirement that documents be returned within 10 business days.

Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. Multnomah County Ordinance 948 authorizes couples to voluntary register as domestic partners. Additional statutes pertaining to this program are found in ORS 106, 107,409,432 (marriage/state domestic partnerships); ORS 86, 87, 93, 100 (requirements for recording); and ORS 306 and 309 (Board of Property Tax Appeals). Guidelines for the acceptance of Passports are set by the US Department of State. Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the Dept of Revenue determines the acceptable level of assessment and taxation staffing; DART is already at the minimally acceptable level to perform their functions. Any reduction to the BoPTA portion of this Program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,196,655	\$0	\$1,261,319	\$0
Contractual Services	\$75,946	\$0	\$45,574	\$0
Materials & Supplies	\$105,862	\$0	\$95,300	\$0
Internal Services	\$274,388	\$0	\$308,348	\$0
Total GF/non-GF	\$1,652,851	\$0	\$1,710,541	\$0
Program Total:	\$1,652,851		\$1,710,541	
Program FTE	13.50	0.00	13.40	0.00

Program Revenues				
Fees, Permits & Charges	\$5,401,200	\$0	\$4,261,014	\$0
Intergovernmental	\$38,082	\$0	\$35,183	\$0
Other / Miscellaneous	\$237,400	\$0	\$195,000	\$0
Total Revenue	\$5,676,682	\$0	\$4,491,197	\$0

Explanation of Revenues

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence fund (for licenses and State DP), \$25 to County Community and Family Services for domestic violence victims (for County DP), and \$10 to Court Conciliation Services. Estimated fees for marriage licenses, domestic partnerships, marriage record copies, amendments to marriage and DP records, and waivers of a 3-day waiting period for a marriage license are \$319,700. Passport application acceptance fees are \$338,205 and Passport photo fees are \$64,500; Document Recording page fees retained by the County General Fund are \$3,402,014. Recording record copy fees are \$195,000. A portion of recording fees collected for the Corner Preservation Fund and the County Assessment Function Funding Account is credited to the County Clerk Fund pursuant to ORS 205.320(2) are projected at \$108,545. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$28,050. BoPTA is allocated \$35,183 of the \$3,627,108 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2019: 72025A-19 DART County Clerk Functions

Decreased Program staff allocation from 13.50 FTE to 13.40 FTE. Moved .20 FTE allocation of Deputy County Assessor to DART Administration Program 72023; A position formerly in DART Special Programs Program 72030 was reclassified from Program Supervisor to Program Mgr and .10 FTE was allocated to DART County Clerk Program. Net Change (0.10) FTE.

Department: County Management
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics: One-Time-Only Request

Program Contact: Tim Mercer
Program Offer Stage: As Adopted

Executive Summary

The County Clerk scaled offer represents a carryover of unspent restricted revenues for the County Clerk that reside within the General Fund. A portion of fees on recorded documents is dedicated for the County Clerks pursuant to Oregon Revised Statute 205.320(2), to acquire storage and retrieval systems and maintain and restore records as authorized by the County Clerk. Carryover funds will be used for services to continue conversion of historical recorded documents and other County Clerk records to digital format for a Digital Research Room, and to maintain County Clerk records and systems.

Program Summary

The County Clerk Functions Program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property values or waive personal property late filing fees based on evidence provided by the taxpayer.

The County Clerk Carryover Program for FY 2020 will continue the digitization of a large portion of the County Clerk historical records that are currently in microfiche and microfilm format, as well as some hard copy records, in addition to providing for maintenance of existing county clerk records and systems. In the past, these records have been available to the public in DART's public research room via microfilm and microfiche. Records from 1965 forward are available electronically at public access terminals on site, via the County Clerk Recording system. The digitization of historical records in FY 2020 continues an ongoing records digitization project. By converting records to digital/electronic format, the County is positioned to no longer rely upon antiquated microfilm and microfiche equipment, and to provide for optimal space utilization.

The Program aligns with DART's strategic business plan to provide public access to County Clerk records through the consolidated Customer Service Office, providing public records in an accessible electronic format via a new Digital Research Room implemented during FY 2014. This comprehensive approach provides improved and efficient service delivery for access to public records. The scaled Program Offer utilizes unspent restricted revenues dedicated for the County Clerk that reside within the County General Fund, to continue digitization of County Clerk records, services related to the new Digital Research Room and maintenance of County Clerk records and systems.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of digital records converted and uploaded to Digital Research Room	0	150,000	75,000	150,000
Outcome					

Performance Measures Descriptions

The number of digital records converted and uploaded to the Digital Research Room was a new measure in FY15. Digital images include record index and recorded document images. Since FY2013 we converted and uploaded 3.2 million index and document images for years 1965 through 1993. Staff turnover in 2016 resulted in the project being delayed. We anticipate at budgeted FTE we will be able to convert going forward, 150,000 records annually.

Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320(2) requires that a portion of the document recording fees be dedicated to a County Clerk Fund established by the County governing body, for the purpose of acquiring records storage and retrieval systems and maintaining and restoring records as authorized by the County Clerk.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$80,040	\$0	\$84,534	\$0
Contractual Services	\$69,960	\$0	\$27,466	\$0
Total GF/non-GF	\$150,000	\$0	\$112,000	\$0
Program Total:	\$150,000		\$112,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Beginning Working Capital	\$150,000	\$0	\$112,000	\$0
Total Revenue	\$150,000	\$0	\$112,000	\$0

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$112,000, represents unspent "restricted revenues", and is a portion of recording fees dedicated to the County Clerk that reside in the General Fund. Under GASB #54, these funds are restricted for purposes described in Oregon Revised Statute 205.320(2).

Significant Program Changes

Last Year this program was: FY 2019: 72025B-19 DART County Clerk Carryover

Department: County Management **Program Contact:** Tim Mercer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The DART Ownership Program is responsible for making real property ownership changes and adding sale information, when applicable, to the tax roll. Through examination of recorded and unrecorded documents, this program verifies the documentation and ensures that the documentation is acceptable for ownership transfers to take place. The Ownership Program maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm. Program staff interact with the public and internal staff, both on the phones and at the public counter.

Program Summary

The Ownership Program, within the Division of Assessment Recording and Taxation (DART), updates and maintains the ownership records for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Accurate ownership information is essential to other DART programs in ensuring that various notices and tax statements are sent to the correct party. This information is also used for the production of county maps. Property sales are utilized by the Valuation Section in the process of updating property values. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. Developed databases enable related work units to access shared data, thereby reducing transfer time and the need for paper records. A new assessment and taxation system scheduled to go live June 2018 is expected to further increase efficiencies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Ownership Changes Processed	27,288	31,000	30,000	30,000
Outcome	Average Number of Days to Complete Ownership Changes	10	2	3	3

Performance Measures Descriptions

The "Number of Ownership Changes Processed" is a combination of ownership changes processed from actual recorded deeds and ownership changes transferred with unrecorded documents (approximately 5% of transfers are from unrecorded documentation). The "Average Number of Days to Complete Ownership Changes" is tracked manually by staff by logging both the date the work is begun and the date of completion. Those numbers are then combined and divided by the actual number of working days in the fiscal year.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 93, 199, 205,222,308,457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$374,407	\$0	\$399,537	\$0
Contractual Services	\$1,474	\$0	\$300	\$0
Materials & Supplies	\$1,450	\$0	\$750	\$0
Internal Services	\$74,487	\$0	\$85,956	\$0
Total GF/non-GF	\$451,818	\$0	\$486,543	\$0
Program Total:	\$451,818		\$486,543	
Program FTE	4.20	0.00	4.20	0.00

Program Revenues

Intergovernmental	\$132,524	\$0	\$123,322	\$0
Total Revenue	\$132,524	\$0	\$123,322	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108. Allocated \$123,322 to DART Ownership program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72026-19 DART Ownership

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the collection, accounting, and distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from interest on past due taxes is also accounted for and a portion distributed to the County Assessment and Taxation Fund.

Program Summary

The Tax Revenue Management Program sends property tax statements, collects current and delinquent real and personal property taxes and various fees, issues property tax refunds, distributes tax revenues to taxing districts, and performs accounting, auditing and reporting services. The program processes foreclosures, tax roll corrections, bank adjustments, senior and disabled citizen tax deferral applications, and manufactured structure ownership changes. 350,000 tax statements are sent annually and \$1.865 billion in property taxes is levied for collection. Almost 400,000 payment and accounting transactions are processed annually.

This program collects and distributes property taxes in a timely, efficient and equitable manner. The program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program continuously monitors service delivery options available for possible enhancements. Payment processing hardware and software have been upgraded resulting in cost savings and efficiencies. Customer use of electronic payment options continues to increase. A shopping cart feature was added to improving customer service. Credit cards are now accepted at the counter. The warrant release process has been streamlined reducing costs for DART and customers. Warrants are now recorded electronically resulting in efficiency. Roll corrections and issuance of tax refunds are monitored closely to minimize the amount of interest paid on refunds. Delinquencies are monitored closely and addressed effectively.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Property Tax Statements Issued	344,594	350,000	346,000	350,000
Outcome	Percentage of Current Year Property Taxes Collected	98.47%	98.5%	98.5%	98.5%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	130.5	160.0	155.0	155.0

Performance Measures Descriptions

Property Tax Statements Issued each year includes the November, February, May trimesters and the delinquent real property statements.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 311 and 312. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of Assessment and Taxation (A&T) staffing. The DOR has determined that the staffing level for DART is already at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue. The County as an agent of the State carries out the functions under ORS 446.566 to ORS 446.646 related to mobile home ownership document transactions and trip permits.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,238,263	\$0	\$1,348,884	\$0
Contractual Services	\$168,775	\$0	\$196,600	\$0
Materials & Supplies	\$68,155	\$0	\$25,776	\$0
Internal Services	\$465,914	\$0	\$525,795	\$0
Total GF/non-GF	\$1,941,107	\$0	\$2,097,055	\$0
Program Total:	\$1,941,107		\$2,097,055	
Program FTE	12.00	0.00	12.40	0.00

Program Revenues				
Fees, Permits & Charges	\$410,000	\$0	\$393,000	\$0
Intergovernmental	\$378,911	\$0	\$363,436	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$794,411	\$0	\$761,936	\$0

Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 21% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share is estimated at \$3,627,108, with \$363,436 allocated to DART Tax Revenue Management Program. Program revenues of \$398,500 are service fees required by Oregon Revised Statutes and County Fee Ordinance, are based on historical averages, and include foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant and warrant recording fees, convenience fees, manufactured structure ownership transfer fees and miscellaneous tax collection and copy fees. Remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72027-19 DART Tax Revenue Management

Increased Program 72027 DART Tax Revenue Management Program from 12.00 FTE to 12.40 FTE. Position 705139 reclassified to Program Mgr 1 and transferred from Property Assessment Special Programs 72027 to several programs. Allocated 0.40 FTE to Tax Revenue Management. Net Change + 0.40 FTE

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Division of Assessment, Recording and Taxation's (DART) GIS/Cartography and Parcel Management Program creates and maintains official county maps for property taxation purposes; processes voucher actions; maintains the base map for the County's Geographic Information System (GIS); maintains property information and property tax roll descriptions; and provides direct customer service.

Program Summary

The GIS/Cartography and Parcel Management Program is responsible for maintaining accurate tax maps used to describe taxing district and urban renewal boundaries, process subdivisions, condominiums, and partition plats, and describe annexations and County road filings within GIS and assessment database (Orion). Program staff develops databases and GIS applications that enable related work units access to shared data reducing transfer time and paper records. This program also contributes GIS mapping data to the Department of Revenue Oregon Map (ORMAP) program which provides a statewide property tax parcel base map that is digital, publicly accessible and continually maintained. Direct customer service is provided to property owners, taxpayers and the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of New Tax Roll Accounts Created	1,842	950	1,725	1,725
Outcome	Average Number of Changes per FTE	2,412	2,910	2,607	2,600
Output	Number of Mapping & Tax Roll Changes	14,474	17,465	15,639	15,630

Performance Measures Descriptions

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. The number of Mapping & Tax Roll Changes includes audits and data clean-up activities that have taken place this year.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86, 92, 93, 100, 198, 199, 222, 227,271 , 274,275, 306-308, 312,368, 457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance"(CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including GIS/Cartography. We believe these guidelines are an indication of future problems without reallocation. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$924,319	\$0	\$958,479	\$0
Contractual Services	\$0	\$0	\$300	\$0
Materials & Supplies	\$43,527	\$0	\$15,534	\$0
Internal Services	\$165,976	\$0	\$217,574	\$0
Total GF/non-GF	\$1,133,822	\$0	\$1,191,887	\$0
Program Total:	\$1,133,822		\$1,191,887	
Program FTE	8.30	0.00	8.40	0.00

Program Revenues

Intergovernmental	\$262,000	\$0	\$247,280	\$0
Total Revenue	\$262,000	\$0	\$247,280	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's annual share of CAFFA is estimated at \$3,627,108, with \$246,280 allocated to DART GIS Cartography Program. \$1,000 in revenue pursuant to IGA with State of Oregon for transfer of GIS data to State. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72028-19 DART GIS/Cartography & Parcel Management

Increased Program 72028 DART GIS/Cartography & Parcel Management from 8.30 FTE to 8.40 FTE. Moved 0.30 FTE allocation of Deputy County Assessor position to 72023 Div of Assessment, Recording & Taxation Administration; Added 0.40 FTE allocation of Program Manager Position 706223, from Application Support Program 72037. Net Change 0.10 FTE

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Assessment Performance Analysis Unit, within the Division of Assessment, Recording and Taxation (DART) is responsible for annual adjustments to Real Market Value resulting in assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. Analysts develop and publish the annual Sales Ratio Study as required by statute.

Program Summary

The Assessment Performance Analysis Unit links to DART appraisal and other programs and their contributions. Appraisal Data Analysts analyze sales, trends and other market data used to monitor, maintain and report valuation performance regarding Residential, Business Personal Property, Commercial, Multi-Family, and Industrial Appraisal Models. The Analysis Unit adjusts Real Market Values of all property in the County and publishes the annual Sales Ratio Study that evaluates and reports the effectiveness of appraisal programs to the Oregon Department of Revenue. The program assists in answering public and media questions about property values, contributing to the public's perception of fairness in assessing and collecting property taxes.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Projects Maintained	19	19	19	19
Outcome	Percentage of Neighborhoods in compliance with State standards.	97%	95%	95%	95%

Performance Measures Descriptions

The output measure called "Number of Projects" refers to the many specific annual studies and reports completed by the team, including the largest: Performance Measure #2 - outcome.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas. We believe these guidelines are an indication of future problems without reallocation. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$318,789	\$0	\$452,697	\$0
Contractual Services	\$0	\$0	\$600	\$0
Materials & Supplies	\$14,461	\$0	\$14,358	\$0
Internal Services	\$32,819	\$0	\$43,836	\$0
Total GF/non-GF	\$366,069	\$0	\$511,491	\$0
Program Total:	\$366,069		\$511,491	
Program FTE	2.30	0.00	3.20	0.00

Program Revenues				
Intergovernmental	\$72,736	\$0	\$93,942	\$0
Total Revenue	\$72,736	\$0	\$93,942	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,627,108, with \$93,942 allocated to DART Assessment Performance Mgmt Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72029-19 DART Assessment Performance Analysis

Increased Program 72029 DART Assessment Performance Analysis from 2.30 FTE to 3.20 FTE.
Vacant 1.00 FTE position 706112 was moved from 72023 Administration to 72029 Assessment Performance Analysis and reclassified to Sr Data Analyst Sr; Program Manager position 706223 allocation changed from 0.30 FTE to 0.20 FTE. Net Change 0.90 FTE.

Department: County Management

Program Contact: Denise Terry

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Special Programs Group (SPG), within the Division of Assessment Recording & Taxation (DART), is responsible for processing applications relating to property tax exemptions or special assessments. Exempt properties are monitored by the program for continued qualification. Additional tax roll responsibilities include creating new tax accounts, processing corrections and verifying correct assessed values. Special Programs maintains property information while providing direct customer service to interested parties.

Program Summary

SPG ensures that exempt and specially assessed property is valued in accordance with the law, which maximizes property tax revenues to fund County programs. Property taxes account for approximately 60% of the County's General Fund revenues. Failure to monitor this process will result in loss of taxable assessed value. Focus is on timely processing property descriptions, maintaining ownership and creating new accounts and compliance monitoring of existing exemptions, careful review of new applications, and resolving appeals. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation.

The Special Programs Group (SPG) maintains and processes over 8,500 accounts with special assessments and/or exemptions. Specially assessed properties like historic while exempt accounts include property owned and/or occupied by organizations such as charitable, fraternal, and religious. Leasehold records are monitored to maintain accurate, taxable values on over 800 accounts where non-exempt tenants lease from exempt government agencies. SPG is responsible for approximately 4,000 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. All of these special assessment and exemption programs are mandated by law. In addition, approximately 500 field inspections are performed as part of the program's compliance activities. Staff calculates and redistributes Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year. SPG contributes to the process to arrive at the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. This program ensures that exempt and specially assessed property is accurately assessed as required by the Oregon Revised Statutes (ORS). Maintaining accurate market values on all property relates to the bonding capacity and general obligation bond tax rates for taxing districts in the County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	8,376	10,100	8,500	8,500
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$1,114	\$650	\$750	\$750
Input	Total Exempt Accounts Monitored	33,009	34,500	34,500	34,000
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,857	2,000	2,500	2,000

Performance Measures Descriptions

Oregon Revised Statute (ORS) requires all property to be valued according to market as accurate market values directly relate to the bonding capacity and general obligation bond tax rates for taxing districts. Specific property tax exemptions are allowed by law. Measurements indicate exempt and specially assessed properties are accurately assessed and tax rolls properly maintained.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$915,099	\$0	\$899,137	\$0
Contractual Services	\$1,000	\$0	\$1,720	\$0
Materials & Supplies	\$19,498	\$0	\$15,285	\$0
Internal Services	\$161,498	\$0	\$145,329	\$0
Total GF/non-GF	\$1,097,095	\$0	\$1,061,471	\$0
Program Total:	\$1,097,095		\$1,061,471	
Program FTE	8.25	0.00	7.90	0.00

Program Revenues

Intergovernmental	\$260,478	\$0	\$231,772	\$0
Total Revenue	\$260,478	\$0	\$231,772	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108 with \$231,772 allocated to DART Property Assessment Special Programs. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72030-19 DART Property Assessment Special Programs

Reduced staffing in DART Special Programs 72030 from 8.25 FTE to 7.90 FTE. Added 0.10 FTE allocation of Residential Chief Appraiser position 711531; Program Supervisor position 705139 was reclassified and moved to several programs, including Customer Service 72024, County Clerk Function 72025A and Tax Revenue Management 72027; Allocated 0.80 FTE Program Supervisor position 703115; Moved 0.25 FTE allocation of Commercial Chief Appraiser position 712355 to Commercial Appraisal program 72033. Net Change (0.35 FTE).

Department: County Management

Program Contact: John Botaitis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Personal Property Assessment Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for processing all taxable Business Personal Property returns received. Personal Property represents 4% of the value upon which taxes are levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all taxable business Personal Property accounts. Oregon Revised Statutes require annual filings from businesses in the county, comprising more than 34,000 accounts. 40% of those accounts are equipment leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets.

Assessment technicians review returns for accuracy/completeness and select/apply appropriate depreciation factors. Technicians also conduct research and discovery of businesses and property omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 60% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Accounts Processed, Coded and Valued	29,000	22,200	27,000	27,000
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,552	\$2,700	\$2,600	\$2,600
Efficiency	Percentage of Accounts Filing Electronically	6.3%	10%	8%	8%

Performance Measures Descriptions

A new DART database program required an update of the performance measures. Oregon Revised Statutes require all property appraisals be at 100% of Market Value. Failure to meet standards can result in loss of CAFFA grant revenue and program control. Program measures focus on improving efficiency and technology utilization. We capture annual asset lists from businesses in a database and return them to the business each year for updating. We encourage businesses to file their lists electronically, reducing our costs and improving accuracy.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,272,909	\$0	\$899,952	\$0
Contractual Services	\$0	\$0	\$14,050	\$0
Materials & Supplies	\$32,210	\$0	\$3,798	\$0
Internal Services	\$268,896	\$0	\$289,149	\$0
Total GF/non-GF	\$1,574,015	\$0	\$1,206,949	\$0
Program Total:	\$1,574,015		\$1,206,949	
Program FTE	11.25	0.00	7.25	0.00

Program Revenues				
Intergovernmental	\$355,301	\$0	\$212,549	\$0
Total Revenue	\$355,301	\$0	\$212,549	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$212,549 allocated to DART Personal Property Assessment Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72031-19 DART Personal Property Assessment

Reduced Program 72031 DART Personal Property Assessment from 11.25 FTE to 7.25 FTE. Moved vacant position 705241 Property Appraiser 2 to 72032 Industrial program; Move vacant position 704432 Property Appraiser 2 from Industrial program to Personal Property program. Moved 4.00 FTE positions 703844, 704861, 705846 and 703844 A&T Tech 1 to Residential program. Net Reduction (4.00 FTE)

Department:	County Management	Program Contact:	John Botaitis
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The Property Assessment-Industrial Program, within the Division of Assessment, Recording and Taxation (DART) is responsible for valuing, appraising and/or maintaining all local and state industrial manufacturing plants, warehouses, billboards, bulk petroleum storage facilities and Port of Portland properties. Industrial property represents approximately 8% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on for the following types of accounts: 1,231 county and state appraised manufacturing accounts, 3,055 storage and distribution warehouse accounts, and 462 billboards. Manufacturers are required to file industrial property returns annually. Through the return process industrial appraisers value approximately 47,244 machinery, equipment and personal property assets and 958 bulk petroleum storage tanks. Performance is measured through the number of permits completed per year, and annual audits of machinery, equipment and personal property assets and billboard account review. Additional performance efficiency is achieved by converting industrial valuation methodologies to income models, land tables and other automated calculation methods. Appraisers perform appraisals to defend values under appeal. Industrial properties are high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdictions with interest. Focus is on proper classification of taxable property and resolving value appeals to minimize cost to taxpayers. This program appraises industrial property accurately and fairly as required by the Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 61% of the County's General Fund revenues. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Industrial Assets Valued	48,609	49,000	49,000	49,500
Outcome	Number of Industrial Personal Property, Machinery & Equipment and Tank Assets Physically Reviewed	2,000	3,500	3,672	4,950
Efficiency	The percentage of accounts revalued using a mass appraisal model	8%	10%	10%	20%

Performance Measures Descriptions

A new DART database program required an update of the performance measures. Site reviews include physical inspections, owner interviews and inventory of machinery and equipment to ensure we have accurate data on which to base our values. Oregon Revised Statutes require property appraisals be at 100% of Market Value each year. Failure to meet standards can result in loss of CAFFA grant revenue and program control.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$960,031	\$0	\$1,044,099	\$0
Contractual Services	\$0	\$0	\$500	\$0
Materials & Supplies	\$39,361	\$0	\$45,786	\$0
Internal Services	\$117,294	\$0	\$139,343	\$0
Total GF/non-GF	\$1,116,686	\$0	\$1,229,728	\$0
Program Total:	\$1,116,686		\$1,229,728	
Program FTE	8.25	0.00	8.25	0.00

Program Revenues				
Intergovernmental	\$260,478	\$0	\$241,928	\$0
Total Revenue	\$260,478	\$0	\$241,928	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$241,928 allocated to DART Property Assessment Industrial program. Remaining Program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72032-19 DART Property Assessment Industrial

No FTE total change to program 72032 DART Property Assessment Industrial program 8.25 FTE.
Added 1.00 FTE position 705241 Property Appraiser 2 from 72031 Personal Property; Vacant 1.00 FTE position 704432 Property Appraiser 2 moved to 72031 Personal Property program, resulting in no overall FTE change.

Department: County Management

Program Contact: John Botaitis

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial, small and large multi-family property. Commercial property represents 19% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on about 20,600 commercial and multifamily properties. Staff physically inspects and appraises 1,500 properties annually due to permits having been issued for new construction, remodeling and renovation, but can vary depending on yearly special project assignments.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of commercial property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that all commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Accounts Audited (Property Inspections Completed In ORION)	2922	1500	1800	1500
Outcome	New Exception Value in Millions	\$2,879	\$2,000	\$2,000	\$2,000
Efficiency	% Accounts on Automated Recalculation (Accounts Pointed To An Automated Valuation Model)	4.64%	11.5%	11.5%	15%
Outcome	% Market Groupings with COD Compliance	78%	85%	85%	85%

Performance Measures Descriptions

A new DART database program required an update of the performance measures. Oregon law requires property to be at 100% of Market Value as of January 1. A primary standard is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet DOR standards can result in loss of the CAFFA grant and program control. The DOR annually reviews compliance through three required reports: The Ratio Study, the Appraisal Plan and the CAFFA Grant application.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,850,364	\$0	\$1,869,121	\$0
Contractual Services	\$500	\$0	\$1,175	\$0
Materials & Supplies	\$100,732	\$0	\$72,051	\$0
Internal Services	\$215,407	\$0	\$254,735	\$0
Total GF/non-GF	\$2,167,003	\$0	\$2,197,082	\$0
Program Total:	\$2,167,003		\$2,197,082	
Program FTE	15.25	0.00	14.50	0.00

Program Revenues				
Intergovernmental	\$481,731	\$0	\$425,097	\$0
Total Revenue	\$481,731	\$0	\$425,097	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$425,097 allocated to DART Commercial Property Appraisal Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72033-19 DART Commercial Property Appraisal

Reduced Program 72033 DART Commercial Property Appraisal from 15.25 FTE to 14.50 FTE.
Moved 1.0 FTE position 712352 Property Appraiser 2 to 72034 Residential program; Changed allocation of Chief Appraiser position 712355 from 0.25 FTE to 0.50 FTE. Net Change (0.75 FTE).

Department:	County Management	Program Contact:	Denise Terry
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The Residential Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all residential-use Real Property, residential converted to commercial use, generic commercial use, personal property floating property, and personal property manufactured homes and all land specially assessed for use as farm, forest and open space. Residential Property represents 62% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 211,200 single family and two-four family properties; 37,250 condominiums; 4,900 manufactured homes; 1,890 floating properties; 2,720 farm/forest deferral properties; and 1,200 business accounts. Staff physically inspects and appraises 8,000 to 9,000 properties annually due to permits issued for new construction, remodeling or renovation. Sale ratio is used to identify those accounts with potential changes that could add exception value to accounts where no permits had been issued. Close to 20,000 trade permits are screened using an automated program to identify other permits that could also add new exception value.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in the Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Accounts Appraised	18,246	17,500	17,500	18,000
Outcome	New Taxable Exception Value (in millions of dollars)	\$858	\$705	\$750	\$750
Efficiency	Accounts Appraised per Appraiser	760	765	770	790
Outcome	% Neighborhood with COD Compliance	99%	98%	98%	98%

Performance Measures Descriptions

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,673,931	\$0	\$4,693,354	\$0
Contractual Services	\$500	\$0	\$6,900	\$0
Materials & Supplies	\$140,492	\$0	\$132,650	\$0
Internal Services	\$671,128	\$0	\$690,063	\$0
Total GF/non-GF	\$4,486,051	\$0	\$5,522,967	\$0
Program Total:	\$4,486,051		\$5,522,967	
Program FTE	31.00	0.00	39.10	0.00

Program Revenues				
Intergovernmental	\$978,696	\$0	\$1,146,529	\$0
Total Revenue	\$978,696	\$0	\$1,146,529	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$1,146,529 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72034-19 DART Residential Property Appraisal

DART is currently reallocating several positions to increase the staffing level to meet the guidelines as recommended by DOR. A total of 4 appraiser positions are added to Program 72034 Residential Appraisal: One vacant Administration position is being reclassified as an Appraiser 1 and moved from Program 72023 DART Admin to Program 72034 Residential Appraisal and three new Appraiser 1 positions are being created for FY 2020 utilizing existing general fund resources within the Division. Four current Data Entry positions were transferred from Program 72031 Personal Property Assessment to Program 72034 Residential Appraisal. The Chief Appraiser Position and Appraisal supervisor position were both reallocated partially to Program 72030 Special Programs.

Department:	County Management	Program Contact:	Mike Vaughn
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

In FY 2014, the Board of County Commissioners approved a Sole Source Exemption for vendor Tyler Technologies under Sole Source Rule 47-0288(1). In June 2014, Multnomah County executed a multi-year contract to provide the County with Tyler Technologies' Orion CAMA/Tax Standard software system, support, and professional services required to customize, enhance and implement the system.

Program Summary

The Division of Assessment, Recording and Taxation (DART) is seeking a system upgrade that features integration among all DART functions including GIS, Recording, real and business personal property assessment, tax collection and distribution. The program mission is to improve assessment and taxation services to the customers of Multnomah County by replacing legacy software with current technology, enhancing integration with other applications. The new application will reduce systemic gaps and duplication of data existing in our current environment. It will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, employing an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replace the current Assessment and Taxation computer application, achieve greater efficiency while maintaining or improving accuracy and compliance for A&T business functions; 2) Reduce costs of operations so resources can be more productively used; 3) Improve public accessibility and convenience of assessment, taxation and recording services via web-based electronic and online resources, while maintaining appropriate control over publicly sensitive personal information.

Deliverables expected to pay in FY 2019: Initial Tax, Billing & Collections Setup (TB&C), Phased Delivery Upgrade Support, Appraisal End to End Application Testing, User Acceptance Testing Support, Data Conversion Coding & Testing, Conversio Program Testing, Final TB&C Setup, Configuration Testing & Validation, Simple Conversion Balancing, Production Conversion, Production Balancing, Final 50% of Tax Programming, Collections End-to-End Application Testing, Appraisal & Collections Go-Live Support, Acceptance Support, and Retainage Payment.

Deliverables expected to pay in FY 19-20: Final 50% Testing, 50% Acceptance Support, Final Acceptance

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of A&T System Project Milestones Met	17	13	18	2
Outcome	% of A&T Project Milestones Completed on Time	52%	100%	100%	100%
Outcome	% of A&T Project Milestones Completed within Budget	100%	100%	100%	100%

Performance Measures Descriptions

The multi-year project to select and implement a new A&T System has defined milestones for deliverables by fiscal year. Accomplished FY15: Project Plan, Install Base System, Fit Analysis Report. FY16: Data Conversion Strategy/Specifications, Initial CAMA Valuation & Calculation Pages, Initial 50% Development Specifications, Initial Assessment Administration/Exemption Calculations & Setup. Expected accomplishments in FY 2018, FY 2019 and FY 2020 are described in Program Summarv.

Legal / Contractual Obligation

Multnomah County contract #4400001183 with Tyler Technologies Inc. totaling \$5,504,327. Multi-year contract executed in June 2014 to provide the County with Tyler Technologies' Orion CAMA/Tax Standard software system, support, and professional services required to customize, enhance and implement the system. \$1,354,860 paid in FY14 for Software License; \$230,740 paid in FY15; \$569,763 paid in FY16; \$171,865 paid in FY17. Additional Contract payments due upon completion and acceptance of project milestones in FY18 through FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$220,531	\$0	\$0
Contractual Services	\$0	\$1,822,737	\$0	\$1,386,360
Total GF/non-GF	\$0	\$2,043,268	\$0	\$1,386,360
Program Total:	\$2,043,268		\$1,386,360	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Beginning Working Capital	\$0	\$2,043,268	\$0	\$1,386,360
Total Revenue	\$0	\$2,043,268	\$0	\$1,386,360

Explanation of Revenues

Beginning Working Capital for FY 2020 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2020 expenditures.

Significant Program Changes

Last Year this program was: FY 2019: 72035-19 DART Assessment & Taxation System Upgrade

Program #72037 - DART Applications Support

6/18/2019

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Applications Support (APP Support) Program manages DART's application software and hardware through configuration, support and communication with external IT vendors. They perform the functions necessary to produce the certified annual tax roll, which includes calculating tax rates and taxes and producing tax statements. As a result of these efforts, this program also maintains vital information necessary for both internal and external data requests, essential in developing statutorily required reports and providing transparency to Multnomah County stakeholders.

Program Summary

DART's Applications Support Program performs the functions that support the certification of the annual tax roll, including calculating tax rates and taxes, producing tax statements, and producing reports required by the Oregon Department of Revenue. As a result the program assists in answering public and media questions about property tax bills, contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. In addition to certifying the annual tax roll, the Program responds to requests for information and data files from both internal and external sources. The Program manages the working relationship with the application software and hardware vendors, as well as the County Information Technology Division; including consulting on contract formulation and implementation support. The Program answers user questions, resolves problems, and provides advice on the effective use of the Division's business application systems.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Requests & Support Activities Completed	3,500	3,600	3,500	3,600
Outcome	% of Requests Associated with Program Revenue	4%	4%	4%	4%

Performance Measures Descriptions

The Number of Requests & Support Activities measures an Activity representing a single request or contact, even if that request is for 5 data files to be created and sent to the client. The percent of Requests Associated with Program Revenue indicates the portion of the program's work activities associated with a portion of our revenue.

Legal / Contractual Obligation

This program supports the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294,305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including Applications Support. We believe these guidelines are an indication of future problems without reallocation. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$748,704	\$0	\$756,149	\$0
Contractual Services	\$36,075	\$0	\$3,475	\$0
Materials & Supplies	\$465,260	\$0	\$418,686	\$0
Internal Services	\$397,993	\$0	\$262,516	\$0
Total GF/non-GF	\$1,648,032	\$0	\$1,440,826	\$0
Program Total:	\$1,648,032		\$1,440,826	
Program FTE	5.70	0.00	5.40	0.00

Program Revenues				
Intergovernmental	\$179,745	\$0	\$158,142	\$0
Other / Miscellaneous	\$50,000	\$0	\$40,000	\$0
Total Revenue	\$229,745	\$0	\$198,142	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$158,142 allocated to DART Applications Support program. Program revenue of \$40,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment and Taxation data files. Service fees are authorized by Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72037-19 DART Applications Support

Reallocated Program Manager 1 position, moved 0.30 FTE to Program # 72028 DART GIS/Parcel Management.

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management, maintenance and disposition of the County's tax foreclosed property portfolio. The County's current inventory portfolio consists of approximately 210 properties. Less than 10% are properties with improvements or structures. Properties are disposed of at public sales, private sales, government transfers and donations to non-profits.

Program Summary

The County comes into ownership of real property generally once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are deeded into the Tax Title Program portfolio and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they may become available for repurchase by qualified former owners of record. The program consults with other County departments and community agencies for housing, services and support for occupants of tax foreclosed properties. Maintenance of the properties is performed through agreement and reimbursement to Department of County Assets, Facilities and Property Management Division.

The Tax Title Program researches and inspects properties received to determine their highest and best use. The program will identify property to be sold at public sale in cooperation with the Multnomah County Sheriff's Office, a private sale or to be made available for donation to governments or non-profits. Effective January 1, 2016, ORS 275.275 was amended to redirect the distribution of proceeds from sales, net of approved expenses. All net proceeds will be credited to the General Fund, Sub-Fund 10030 Tax Title: Affordable Housing, for the following purposes: (i) Funds for housing placement and retention support services for youth and families with children; (ii) Flexible rental assistance to place youth and families with children into housing; or (iii) Funds to develop new low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Properties remaining in Tax Title Inventory	218	205	209	205
Outcome	Properties placed back on the tax roll & into community use	21	25	22	20
Outcome	Revenue credited to General Fund, Sub-Fund	\$1,215,686	\$423,944	\$850,000	\$1,212,674

Performance Measures Descriptions

The goal of the program is to reinstate tax foreclosed properties to the tax roll or into public use. At the end of every budget year the tax foreclosed property revenues are totaled, operating expenses and pass-through payments are accounted for, and the balance of revenue will be disbursed to Multnomah County General Fund, Sub-Fund 10030 Tax Title: Affordable Housing.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties are to manage and dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county including guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information concerning the transfer of foreclosed properties to non-profits & government agencies. ORS 98 details procedures concerning abandoned property & vehicles at foreclosed property. Multnomah County Code Chapter 7 specifically states how tax foreclosed properties are to be managed and the process to be used for disposition.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$209,293	\$0	\$212,461	\$0
Contractual Services	\$574,144	\$0	\$1,370,074	\$0
Materials & Supplies	\$95,780	\$0	\$14,665	\$0
Internal Services	\$30,823	\$0	\$117,800	\$0
Total GF/non-GF	\$910,040	\$0	\$1,715,000	\$0
Program Total:	\$910,040		\$1,715,000	
Program FTE	1.60	0.00	1.60	0.00

Program Revenues

Fees, Permits & Charges	\$50	\$0	\$100	\$0
Taxes	\$8,322	\$0	\$9,300	\$0
Other / Miscellaneous	\$900,000	\$0	\$1,704,000	\$0
Interest	\$1,668	\$0	\$1,600	\$0
Total Revenue	\$910,040	\$0	\$1,715,000	\$0

Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$9,300 and interest estimated \$1,600 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (public sales, auctions, repurchases, and private sales) are estimated at \$1,704,000 for FY20. Fees of \$100 are for late fees on contract payments per County Fee Ordinance. When program actual revenues exceed the program's operating costs, the excess is distributed to Multnomah County Fund 10030 Tax Title: Affordable Housing, in accordance with ORS 275.275, and per formula provided in ORS 311.390.

Significant Program Changes

Last Year this program was: FY 2019: 72038-19 DART Tax Title

Department: County Management

Program Contact: Anna Plumb

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

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

Executive Summary

This program offer requests \$90,000 of one-time-only General Fund to facilitate implementation of key recommendations for improving the mental health care system in Multnomah County. The funds in this program offer will pay for a contractor who will work with the Evaluation and Research Unit, Health Department, Commissioner Sharon Meieran's office, local subject matter experts, and community stakeholders to advance this work. This project began in FY 2019, but deliverables will not be complete by the end of FY 2019. This offer continues funding appropriation into FY 2020.

Program Summary

The mental health care system is complex, and it involves many cross-sector partners. It is important that resources are aligned so that people who need to access services can navigate seamlessly through the system and get the help they need in an effective manner.

In FY 2018, the Board approved one-time-only funds for a contractor to produce a comprehensive report describing strengths, gaps, and opportunities for improvement in the mental health care system in Multnomah County. The contractor delivered a final report and public briefing in June 2018; this report is available on Commissioner Meieran's website. This report found that, by many measures, the mental health system in Multnomah County aligns with the principles of a good and modern system, including offering an array of services, incorporating evidence-based practices and services, and incorporating peer support. However, the Report also offered recommendations across several domains to address a significant disconnect between the system's aims and how the system is experienced by many stakeholders.

The goal of this program offer is to continue building on and advancing the work of the study by facilitating implementation of recommendations, including additional detailed analysis of funding and reimbursement for publicly-funded behavioral health services within Multnomah County. This program offer also supports the involvement of community stakeholders in implementing the study's recommendations.

The Department of County Management Evaluation and Research Unit will develop and monitor the contract, in partnership with the Health Department, Commissioner Sharon Meieran's office, and other system partners.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Detailed facilitation plan for implementing recommendations of Mental Health System Analysis.	N/A	1	0	1
Outcome	Percent of contract development and management deadlines that are met timely.	83%	100%	100%	100%
Output	Detailed analysis of mental health related funding in Multnomah County	N/A	N/A	N/A	1

Performance Measures Descriptions

Contract development and management is currently developing; we anticipate meeting all milestones set in the remainder of FY 2019 and through FY 2020.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$100,000	\$0	\$90,000	\$0
Total GF/non-GF	\$100,000	\$0	\$90,000	\$0
Program Total:	\$100,000		\$90,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Beginning Working Capital	\$0	\$0	\$90,000	\$0
Total Revenue	\$0	\$0	\$90,000	\$0

Explanation of Revenues

Revenue is Carryover of unspent FY19 one-time-only Gen Fund revenues

Significant Program Changes

Last Year this program was: FY 2019: 72042-19 Mental Health System Analysis Follow-up

Department:	County Management	Program Contact:	Brian Smith
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The Construction Diversity and Equity Fund program ensures that County construction projects support a diverse local workforce and provides suppliers a fair opportunity to compete for county contracts regardless of owner ethnicity, gender, disability or firm size. The program strengthens the County's commitment to increasing diversity, equity and opportunity in our workforce and business community.

Program Summary

Jobs in the fields of construction, professional services and contracting are stable, family wage jobs, but as a result of a history of discrimination and other barriers, jobs in these fields have not been equally available to all people. Through the Construction Diversity and Equity Fund (CDEF) program, the County sets aside one percent (1%) of the County Construction Cost and one percent (1%) of other funds' Construction Costs (when permitted by other funding entities) into the CDEF. In addition, any liquidated damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program shall be placed in the CDEF.

The CDEF program supports three initiatives, (1) the development of a diverse, local construction workforce through support of Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs, (2) support and retention services for new employees to the workforce, and (3) technical assistance, mentoring and training for suppliers (businesses) in the fields of construction-related professional services or contracting that have been certified by the Oregon Certification Office for Business Inclusion and Diversity, aka COBID-Certified Firms.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	N/A	N/A	15
Outcome	Number of workers able to maintain employment due receiving direct support and retention services.	N/A	N/A	N/A	30
Output	Number of COBID Certified firms receiving technical assistance, mentoring, and training.	N/A	N/A	N/A	30

Performance Measures Descriptions

Legal / Contractual Obligation

Multnomah County Board Resolution No.2018-024 - Resolution Approving Amendments to Public Contract Review Board Rules Division 60 on Equal Opportunity in Public Contracting, Effective July 1, 2018

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Other / Miscellaneous	\$0	\$0	\$100,000	\$0
Total Revenue	\$0	\$0	\$100,000	\$0

Explanation of Revenues

The CDEF program is funded by two sources. The first is Liquidated Damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program. The second is one percent of the general fund County Construction Cost of each Construction Project, and one percent of other fund's Construction Cost, when permitted by other funding entities participating in funding the Construction Project. The budget in the current fiscal year consists of funds collected from these two sources in the previous fiscal year.

Significant Program Changes

Last Year this program was:

The design and implementation of the CDEF program was completed in FY19 and will be a continuing program moving forward.

Department: County Management
Program Offer Type: Existing Operating Program
Related Programs: 72022-20
Program Characteristics:

Program Contact: Mark Campbell
Program Offer Stage: As Adopted

Executive Summary

Workday is the enterprise resource planning system (ERP) implemented countywide in January 2019. Workday is designed to be managed and supported by the business operational staff in Central Finance. The Workday Finance Support Team provides strategic and operational leadership and manages the roll out of future finance product functionality.

Program Summary

The Workday Finance team supports operational and strategic functions in Workday including project management, business analysis, business processes, configuration, reporting, training, software upgrades, and daily maintenance across the multiple modules. The Finance team supports Workday modules including Banking & Settlement, Business Assets, Customer Accounts (AR), Financial Accounting, Grants Management, Inventory, Procurement, Projects, and Supplier Accounts (AP).

The Workday Finance Team will perform the following functions:

1. System configuration related to new functionality or changes to existing system build.
2. Manage system business processes (new, edits, etc..)
3. Report writing and maintain existing custom and delivered Workday reports
4. Deliver County finance users on-going system training and maintain training materials
5. Maintain finance system role security approach and oversight
6. Maintain business requirements and definitions for all finance specific integrations
7. System upgrades (assessment, upgrade management, system setup, testing, and training) - semi annual
8. Manage business relationship with Workday
9. Perform system data integrity oversight
10. Meet regularly with finance stakeholder groups to share new functionality in upcoming Workday releases and determine how to better meet business needs.
11. Work collaboratively with Information Technology, Jaggaer, Tririga, and Workday HCM support teams on technical issues and solutions.
12. Provide ongoing system support to all County finance users

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of system enhancements tested and processed	N/A	N/A	90%	95%
Outcome	Percent of business processes that have been cancelled, corrected, and rescinded.	N/A	N/A	15%	10%
Output	Number of system training sessions provided to users	N/A	N/A	N/A	30

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$351,718	\$674,940	\$0
Contractual Services	\$0	\$37,500	\$50,000	\$0
Materials & Supplies	\$0	\$35,260	\$87,585	\$0
Internal Services	\$0	\$500	\$61,000	\$0
Total GF/non-GF	\$0	\$424,978	\$873,525	\$0
Program Total:	\$424,978		\$873,525	
Program FTE	0.00	2.00	4.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

Program Supported by \$625,000 Ongoing General Fund Revenue and \$248,525 of One Time Only Revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72022-19 DCM Workday Management Team

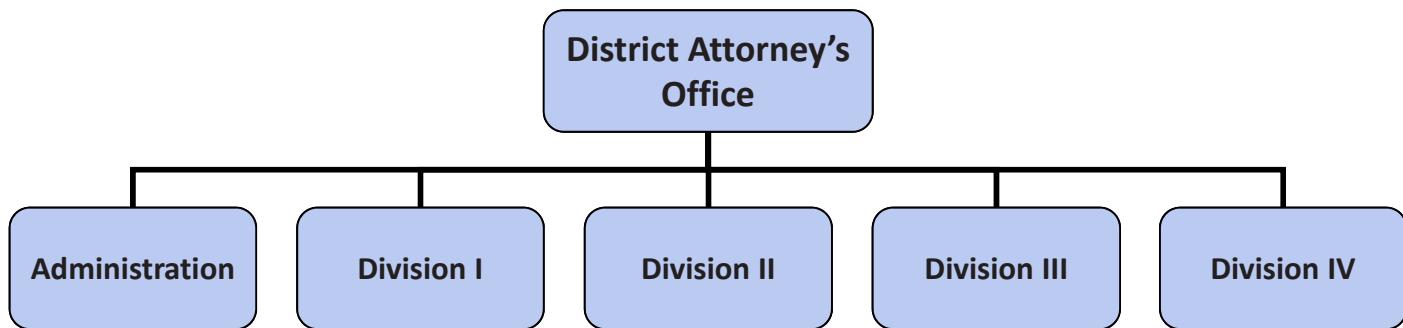
Joint DCM Workday Management Team program offer was separated into two program offers. This one for Workday Support - Finance and a separate one for Workday Support - Central Human Resources (72022). Reclassified 1.0 FTE From a Business Analyst Senior to a Finance Manager to manage the staff in the program.

Department Overview

The Multnomah County District Attorney's Office (MCDA) strives to provide fair, equitable and unbiased services. Prosecution services are the cornerstone of any effective public safety system. MCDA reviews and prosecutes criminal cases referred by police agencies within the county as well as several other important functions such as its work surrounding child support services. The office collaborates with numerous partner agencies in pursuit of resources and services to obtain better outcomes for our citizens.

The Multnomah County District Attorney's Office is committed to the open and balanced administration of justice – one that honors and respects diversity in all of its forms – and works diligently to protect children, victims of crime and maintain timely, fair and just sanctions for offenders who engage in criminal activity. What follows are some of MCDA's guiding principles:

- To enforce the Rule of Law by providing fair, equitable, and unbiased prosecution services.
- To be responsive to the needs of our community by proactively working to resolve emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and communicating case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To work collaboratively with criminal justice system partners to effect positive change by looking at and developing new and innovative programs, best practices, and leveraging technological advancements.
- To find ways at both the adult and juvenile levels to provide education and access to community services to reduce reentry into the criminal justice system.
- To provide the best and most cost effective child support services.



Budget Overview

The FY 2020 Adopted budget for the District Attorney's Office totals \$35.3 million, an increase of \$0.7 million (2.0%) over FY 2019. The General Fund comprises 80.3% of the FY 2020 budget, and Other Funds comprise 19.7%.

The General Fund increased by \$2.7 million (10.4%) and had a net decrease of 0.85 FTE. The budget increase is largely due to personnel costs increasing by \$2.3 million (10.6%). Some of the factors driving the increased personnel costs are inflation, as well as market adjustments in the Prosecuting Attorneys Association's most recent collective bargaining agreement.

Other Funds decreased by \$2.0 million (-22.2%) and 11.42 FTE. The decrease in Other Funds is primarily due to the elimination of State and Federal funding for Termination of Parental Rights (TPR) and juvenile dependency. The Department of Human Services has decided to redirect State and Federal funding for these functions to the Department of Justice beginning in FY 2020. Due to this change and the related reduction in funding and staffing, the District Attorney's Office will have a more limited role in juvenile dependency cases and no role in TPR cases.

The FY 2020 budget includes \$380,354 for new General Fund ongoing programs:

- Body Worn Cameras - Gresham (15012) \$250,354
- MCDA Research and Planning Unit (15013) \$130,000

The District Attorney's Office does not have any one-time-only funded programs in FY 2020.

Budget Trends	FY 2018		FY 2019	FY 2019	FY 2020
	Actual	Estimate	Adopted	Adopted	Difference
			Budget	Budget	
Staffing FTE	208.00	207.45	207.45	195.18	(12.27)
Personnel Services	\$26,785,191	\$28,394,514	\$28,413,096	\$29,063,285	\$650,189
Contractual Services	1,836,694	1,203,854	1,515,902	1,126,764	(389,138)
Materials & Supplies	1,014,925	895,312	974,936	1,002,150	27,214
Internal Services	3,739,404	3,702,995	3,710,959	4,103,075	392,116
Capital Outlay	<u>15,322</u>	<u>20,000</u>	<u>40,000</u>	<u>45,000</u>	<u>5,000</u>
Total Costs	\$33,391,736	\$34,216,675	\$34,654,893	\$35,340,274	\$685,381

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

Successes: As the largest district attorney's office in Oregon, representing Oregon's most populous county, the Multnomah County District Attorney's Office frequently partners with public safety officials locally, statewide and nationally to work on enacting sound public safety policies and laws which reflect the desires of the community and increase confidence, fairness, efficiency and effectiveness system-wide.

Here are some highlights from FY 2018:

- The office led a significant and positive change (first full year) of its public safety and court response to individuals experiencing abuse or addiction related issues related to the use of controlled substances through the "Treatment First" and LEAD programs.
- The Multnomah County Justice Reinvestment Program (MCJRP) continues to be one of the most innovative programs in the country. We continue to use substantially less prison (reduction of 41% in the first 3 years) than before the program's existence. Further, there was an 8% decrease in recidivism for MCJRP participants (vs comparison group) during a two-year time frame. Also, the rate of women receiving a prison term is trending down, in addition to an overall reduction in the aggregate number.
- MCDA led a multi-jurisdictional effort to test over 3,000 previously untested sexual assault kits in Multnomah, Marion, Lane and several other counties. The project assisted Oregon in becoming only the fourth state in the country to have eliminated its backlog of untested SAFE kits.
- Victim Advocates assisted about 3,500 victims of crimes and further supported victims by joining them in about 2,000 court appearances. MCDA continues to do better in the area of restitution identification and recovery assistance.
- Continuing a history of success, the Child Support Enforcement Division collected over \$33 million in child support, all of which went to helping households in Multnomah County.

Challenges: The criminal justice system continues to face racial and ethnic disparities in the community. MCDA is dedicated to continue its work to eliminate those disparities through thoughtful, data-driven, and coordinated policy adjustments. The FY 2020 budget includes funding for a data research and analysis unit to assist MCDA in understanding what the data shows and use the data to inform changes in practice or policy.

Continuing reductions in staff and co-occurring additional obligations (many of which result in better work and outcomes) have placed an enormous strain on MCDA's capacity to perform all of its duties, obligations, functions and desires. Years of staff reductions reflect that attorney to population rates are at a generational low and well below national staffing standards. Further reductions and/or unaddressed additional responsibilities incurred will likely result in significant negative impacts to public safety and to community and system partners.

Diversity, Equity, and Inclusion

The District Attorney's Office is fully committed to workplace diversity and equity. This office will provide outstanding service to the many different people and populations within Multnomah County in a manner that is culturally and linguistically competent and trauma-informed. It is the policy of the District Attorney that all staff and attorneys work with full awareness of the ways in which the justice system impacts different people and populations.

In 2013, the District Attorney initiated an internal employee workgroup that named itself the "Equity, Dignity and Opportunity Council" (EDOC). This group of 12 office members —six lawyers and six non-lawyers— meets weekly to advance the equity conversation within the office, plan and sponsor equity-related trainings for the office such as "Trauma Informed Practices in the Criminal Justice System," "Equity, Diversity, and Trauma Informed Practice," "The Science of Bias" and "The Privilege Walk." Further, EDOC considers workplace initiatives and presents equity issues for internal review, discussion, and solution. The EDOC is moving into its seventh year of activity.

As of February 2019, the Equal Employment Opportunity (EEO) information shows that 52% of deputy district attorneys (DDAs) are female and 28.6% of the DDAs are minorities. The percentage of minority non-attorney staff is 32.5%. Additionally, employee data show of nine investigators, four (44.4%) identify as minority. Six of twelve (50%) MCDA victim advocates speak a second language with 50% identifying from a minority group. MCDA's Victim Advocates work hard to eliminate the cultural and other barriers that prevent victims from realizing and fully utilizing their legal rights in the criminal justice system. This includes being mindful of cultural sensitivities, producing written materials in several languages, and using interpreters and translation services.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$7,305,242	\$0	\$7,305,242	29.55
Division I	5,807,385	4,022,745	9,830,130	52.60
Division II	7,659,875	0	7,659,875	49.10
Division III	6,414,436	1,096,035	7,510,471	39.93
Division IV	<u>1,206,503</u>	<u>1,828,053</u>	<u>3,034,556</u>	<u>24.00</u>
Total District Attorney's Office	\$28,393,441	\$6,946,833	\$35,340,274	195.18

Administration

The administrative branch sets policy and provides leadership, coordination, resource allocation, and direction for the Office. It also sets policy and provides direction related to work with local law enforcement, social service agencies, local businesses, and the public. Administration includes:

- Management Services - The District Attorney and the senior management team.
- Administrative Services - Provides office management functions, sets office policy, and ensures compliance with rules and laws.
- Information Technology - Supports desktop computer systems, software applications, and servers; maintains the Document Management System and the Juvenile/Adult CRIMES case management systems; and provides data analysis.
- Finance/Human Resources - Manages all accounts payable/receivable, general ledger, petty cash, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, contracts, recruitment, payroll, and benefits administration.
- Records/Discovery – Fulfills the Office's statutory responsibility to provide case-specific discovery documents and provides file storage and retrieval for the entire office.

Significant Changes

Both the Gresham Police Department and the Portland Police Bureau are in the process of equipping their patrol officers with body-worn cameras. Analysis from jurisdictions in which body-worn camera programs have been implemented shows that the data received by prosecutors is voluminous. MCDA estimates that during each agency's implementation phase, more than 40 hours of video evidence will be received every business day. Deputy DA's must review the evidence and non-lawyer staff must duplicate the evidence and provide it to defense attorneys. Conservative estimates, culled from surveys of other jurisdictions, reveal an estimated increase in work (and personnel costs) ranging from 3%- 10%. The FY 2020 budget includes \$250,354 and 1.48 FTE for Body Worn Cameras-Gresham (15012).

Division I

Division I works to protect survivors of domestic violence and their families, protect children who are victims of sexual and physical abuse and neglect, prosecute crimes involving these victims, including homicides, and strengthen services for children and families in Multnomah County.

- Domestic Violence Unit – Prosecutes crimes of domestic violence, including misdemeanors, felonies, homicides, and violation of restraining orders, while engaging government and community partners to secure the safety of survivors of domestic violence and their families.
- MDT Child Abuse Team – Prosecutes felony crimes of physical and sexual abuse of children and, when appropriate, protects the same abused and/or neglected children, as well as other seriously endangered children, by advocating for child safety via dependency in Juvenile Court.
- Juvenile – Prosecutes law violations by juveniles ranging from certain misdemeanors through felonies to homicides. This Unit assists some families and children via reduced dependency involvement. Finally, this Unit no longer assists in freeing children from critically unsafe parents through adoption.
- Child Support Enforcement – Establishes and enforces child support and medical support orders.

Significant Changes

For decades, the Juvenile Court Trial Unit has performed three primary functions: 1) prosecution of juvenile criminal cases (juvenile delinquency), 2) proving child protection cases (juvenile dependency), and 3) freeing children for adoption when efforts to keep a family unit intact are exhausted (Termination of Parental Rights or TPR). Historically, the juvenile dependency and TPR programs have been partially funded by the State.

Beginning July 1, 2019, the Department of Human Services will redirect state and federal funds from MCDA to pay their own lawyers at the Department of Justice to represent DHS in all TPR and dependency matters in Multnomah County. Although MCDA will no longer be involved in TPR cases, the Office will continue to be involved in juvenile dependency cases. In the FY 2020 budget, the County partially backfilled some of the overall funding reductions, which will allow the Juvenile Court Trial Unit to continue both the delinquency and dependency functions, albeit in a reduced role. The dependency function will be reduced to limited proactive dependency work focused on child safety.

Due to the reduction in staffing and funding, the MDT Child Abuse Unit will leave the Multnomah County MDT building. The MDT child abuse prevention system will no longer have co-housed DHS, prosecutors, and law enforcement to coordinate child protection efforts. This evolved system, which has been in place since the early 1990s and recognized around the state and internationally, will cease to exist.

Division II

Division II consists of approximately 25 attorneys in Unit C, the Misdemeanor Trial Unit and the Pretrial Unit.

- Unit C is a felony trial unit responsible for prosecuting a variety of very serious and mid-level felony crimes including homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse.
- The Misdemeanor Trial Unit prosecutes all misdemeanor crimes except those involving domestic violence. These misdemeanor crimes include offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Cases handled by the Misdemeanor Trial Unit are either diverted into a specialty court program, such as Community Court or Treatment First, or they are set for trial.
- The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

Significant Changes

The Multnomah County District Attorney's Office recently reorganized in order to more efficiently and effectively prosecute misdemeanor crimes. As a result, the Pretrial Unit has absorbed the functions and duties of the Misdemeanor Intake Unit which no longer exists as a stand-alone program offer. The Neighborhood and Strategic Prosecution Unit supervisory duties have shifted to Division III Chief Deputy District Attorney.

Division III

Division III is comprised of 3 units: Unit A/B and Human Trafficking, Unit D, and Neighborhood/Strategic Prosecution/MCJRP.

- Unit A/B and Human Trafficking - The majority of drug and property offenders receive supervision and treatment for addiction and mental health rather than prison through the Multnomah County Justice Reinvestment Program (MCJRP). The STOP and START programs, LEAD and Treatment First are also administered through this Unit.
- Unit D – Works with victims of violent crimes and survivors of sexual assault. Prosecutes aggravated murder, criminal homicide, rape and other sex crimes, felony assault, kidnapping, sex offenses, and official misconduct. When appropriate, and in consultation with victims, offenders are diverted from prison into court supervised and community based treatment programs.
- Neighborhood/Strategic Prosecution/MCJRP - Collaborates and problem solves neighborhood livability and quality of life issues with partners including citizens, advocates, community groups, neighborhood and business associations.
- Post-Conviction Unit – Reviews of claims of actual innocence and wrongful conviction.

Significant Changes

Unit A (property) and Unit B (drugs) merged in 2019 along with the Human Trafficking Task Force in order to achieve efficiencies and to balance caseloads among the prosecutors. Other than high level dealers distributing heroin and methamphetamine and certain repeat property offenders, the majority of offenders in this combined unit receive treatment based supervision rather than prison sentences.

Division IV

Division IV is comprised of two units: the Victims Assistance Program and Investigations. The primary goal of the Victim Assistance Program and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime.

The Investigations unit provides support in criminal prosecutions which directly affects the lives and safety of children, teens, families, LGBT, homeless and other vulnerable populations that have been victims in Multnomah County. Investigators perform all of the duties and critical tasks needed to support Deputy District Attorneys and help them protect the community and hold defendants accountable.

Program Summary:

- Victims Assistance Program – Assists victims of crime with crisis response, safety planning, advocacy, court preparation and accompaniment, referral to services, and assistance with obtaining restitution orders from the court.
 - Investigations – In partnership with the Multnomah County Sheriff's Office, the Portland Police Bureau, and the Gresham Police Department, provides investigation services for felony, misdemeanor, juvenile, and family crimes.
-
- Expansion of services to youth and minor victims of sex trafficking through the VOCA HT grant. Increasing ability to provide specialized trainings and assist MCSTC.
 - Through additional VOCA funding our program was able to increase advocacy and restitution services provided to victims on cases with juvenile offenders. This includes a designated advocate who is the point person who established a closer working relationship with schools and Title IX coordinators.
 - Detailed planning, training and preparation for a mass casualty event. This includes formation of an internal MCDA team for response, joining with MC Emergency Management in their efforts to create a county wide plan for family reunification and our efforts to work with surrounding counties, state and federal partners in creating a comprehensive response plan.
 - The Chief Investigator is a member of the Multnomah County Threat Assessment Team, which is a multidisciplinary team, including professionals from local, state and federal law enforcement, mental health organizations and representatives from local universities and community colleges. MCTAT identifies and helps manage threats against organizations and members of our community.

Significant Changes

District Attorney's Office

fy2020 adopted budget

District Attorney's Office

The following table shows the programs that make up the Office's total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	\$1,153,148	\$0	\$1,153,148	6.00
15001	Administrative Support Services	1,737,858	0	1,737,858	3.00
15002	Information Technology	2,626,122	0	2,626,122	6.00
15003	Finance/Human Resources	627,113	0	627,113	5.00
15004	Records/Discovery	780,647	0	780,647	7.07
15012	Body Worn Cameras - Gresham	250,354	0	250,354	1.48
15013	MCDA Research & Planning Unit	130,000	0	130,000	1.00
Division I					
15100	Division I Administration	482,657	0	482,657	1.00
15101A	Juvenile Court Trial Unit	988,487	0	988,487	6.00
15101B	Juvenile Dependency and Delinquency	648,159	0	648,159	3.00
15102	Domestic Violence Unit	1,689,785	0	1,689,785	10.00
15103	MDT - Child Abuse Unit	1,113,018	951,378	2,064,396	7.00
15104	Child Support Enforcement	885,279	3,071,367	3,956,646	25.60
Division II					
15200	Division II Administration	561,407	0	561,407	1.00
15201	Unit C	2,275,447	0	2,275,447	12.00
15202	Misdemeanor Trial Unit	1,801,198	0	1,801,198	13.00
15204	Pretrial	3,021,823	0	3,021,823	23.10
Division III					
15300	Division III Administration	372,439	0	372,439	1.00
15301	Unit A/B - Property/Drugs/Human Trafficking	3,371,747	81,156	3,452,903	20.50
15304	Unit D - Violent Person Crimes	1,686,664	0	1,686,664	8.00
15308A	Neighborhood DA Program / MCJRP	983,586	1,014,879	1,998,465	10.43
Division IV					
15400	Division IV Administration	230,710	0	230,710	1.00
15401	Victims Assistance Program	563,178	1,363,697	1,926,875	17.00
15402	Investigations	412,615	464,356	876,971	6.00
	Total District Attorney's Office	\$28,393,441	\$6,946,833	\$35,340,274	195.18

Department: District Attorney

Program Contact: Rod Underhill

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The District Attorney (DA) and Executive Staff provide the leadership, vision, policies, resource allocation, oversight, and direction of the Multnomah County District Attorney's Office. The DA leads and monitors daily operations and directs related work with local law enforcement agencies, social service agencies, public and private concerns to ensure the organization is operating at its maximum efficiency in service to the community.

Program Summary

The District Attorney (DA) and Executive Staff are responsible for leadership around public relations, policy direction, long and short-range planning, internal human and labor relations and oversight of daily operations. As the largest district attorney's office in the State of Oregon, representing Oregon's most populous county, the DA frequently partners with public safety officials, locally, state wide and nationally to work on enacting sound public safety policies and laws which reflect the desires of the community and increase confidence, fairness, efficiency and effectiveness system-wide. The office oversees administrative functions that support our law related direct service work.

The District Attorney represents the office to public safety peers, consults with legislators and state law enforcement leaders, and provides leadership at statewide district attorney meetings. The DA is the ultimate authority responsible for prosecution of crime. The DA and staff meets with legislators dozens of times each year to discuss pending legislation and help draft legislation around criminal justice. In addition, the DA occupies a leadership role in the Oregon District Attorneys Association, which also brings issues to the legislature. The DA serves as the Executive sponsor for the Equity Dignity Opportunity Council (EDOC), in internal workgroup which meets to advance the equity conversation within the office. In FY 20 the EDOC will expand its work to include the objectives of the Workforce Equity Strategic Plan.

The office initiates and oversees Continuing Legal Education (CLE) sessions attended by law personnel internal and external to the DA's Office.

In addition to the District Attorney this unit includes a First Assistant to the District Attorney, two Administrative Managers, and two Staff Assistants who provide support for the DA and senior management.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of all staff communications	65	52	65	65
Outcome	Total number of cases resolved	11,092	12,666	10,750	10,005

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct.

Oregon Revised Statute (ORS): 8.580. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,063,907	\$20,794	\$1,134,048	\$0
Contractual Services	\$1,200	\$0	\$0	\$0
Materials & Supplies	\$24,300	\$0	\$19,100	\$0
Internal Services	\$2,738	\$3,066	\$0	\$0
Total GF/non-GF	\$1,092,145	\$23,860	\$1,153,148	\$0
Program Total:	\$1,116,005		\$1,153,148	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues

Intergovernmental	\$0	\$23,860	\$0	\$0
Total Revenue	\$0	\$23,860	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15000-19 Management Services

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Administration Support provides assistance in person and over the phone for victims, witnesses, and the general public in navigating the criminal justice system, as well as defense attorneys, court personnel and law enforcement agencies; coordinate and distribute of all interoffice and US mail for the Multnomah County District Attorney's Office, provide clerical support for multiple deputy district attorneys, maintain records for internal, state, and nationwide data systems

Program Summary

Main Office Reception: Administrative staff are the main reception for Multnomah County District Attorney's Office. Staff guides victims and witnesses on proper signing of subpoenas; they calculate mileage for reimbursement along with witness fee payments. One position provides Spanish translation in person and over the phone for victims and witnesses and is also responsible for a Spanish language only message box. Staff provide a welcoming atmosphere for an average of 22 people who walk into the office each day, in addition to the average 130 daily phone calls. These numbers include the general public, victims and witnesses, law enforcement or other public safety personnel, defendants, defense attorneys, legislators and other elected officials visiting the office. Mail service for the entire office, including handling and routing an average of 166 letters and packages each day. This program retrieves and disburses probation violation administrative sanction reports, enters discovery fees received on each case into CRIMES, profiles e-recog sheets, maintains and distributes phone list for entire office and is facilities liaison for sixth floor. Trained in safety and confidentiality, in accordance with office and county legal and ethical requirements. Staff answer phones from 7:30 AM to 5:30 PM five days a week.

Legal Assistant functions include: Assisting victims seeking restitution for any loss incurred, and extensive communication with victims and witnesses regarding trials, hearings, and meetings. Clerical support for trial units to include data entry, file preparation, and tracking domestic violence, sexual assault, and mental health cases. Assist Deputy District Attorneys with legal documents and running records affecting the issuance of Treatment First, LEAD (Law Enforcement Assisted Diversion), START (Success through Accountability, Restitution, and Treatment) and MCJRP (Multnomah County Justice Reinvestment Program) cases. Processing subpoenas, closing files, and maintaining scrupulous desk notes.

Administrative expenses such as Bar Dues for Deputy District Attorneys, courier services, facilities charges associated with the Central Courthouse are also included in this program offer.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Witness (Subpoena) Fees paid	1,223	1,163	1,140	1,120
Outcome	Amount paid in Witness (Subpoena) Fees	\$8,847	\$10,308	\$8,700	\$8,500

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$521,669	\$0	\$644,182	\$0
Contractual Services	\$73,722	\$0	\$60,000	\$0
Materials & Supplies	\$204,000	\$0	\$170,000	\$0
Internal Services	\$853,931	\$0	\$863,676	\$0
Total GF/non-GF	\$1,653,322	\$0	\$1,737,858	\$0
Program Total:	\$1,653,322		\$1,737,858	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues

Other / Miscellaneous	\$473,208	\$0	\$591,376	\$0
Total Revenue	\$473,208	\$0	\$591,376	\$0

Explanation of Revenues

Departmental Indirect Revenues come from the following grants:

Child Support Enforcement, \$342,642

VOCA, \$111,213

CAMI, \$42,675,

CFAA, \$64,932,

HB-3194, \$23,587

WEB DuBois, \$6,308

Significant Program Changes

Last Year this program was: FY 2019: 15001-19 Administrative Support Services

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The District Attorney's Information Technology Unit provides rapid and economical computer desktop support, as well as all computer software, servers, peripherals and network support to DA users. The 7-person unit is responsible for the operation and maintenance of the DA's document management system, Alfresco, and the DA's principal case tracking systems, CRIMES Juvenile and CRIMES Adult; in addition, the unit collects and prepares the Office's statistical data for public consumption. The unit also maintains a Helpdesk for members of the DA's office.

Program Summary

The IT Unit supports all aspects of IT for the District Attorney's Office, including but not limited to acquisition, deployment, maintenance, monitoring, development, upgrade and support of all DA IT systems, including servers (physical and virtual), PC's, laptops and tablets, plus operating systems hardware, software and peripherals. This includes, but is not limited to: case tracking systems for adult and juvenile components; document management and imaging systems; web services for intranet and internet publishing, database administration, data exchanges with external law enforcement and other public safety agencies, report generation, file and print services, email services, mobile access and mobile device services, email spam filtering, document repository services and desktop support services. In addition, the unit oversees data storage, retention, backup and restoration.

The IT Unit supports over 225 DA employee users and works closely with Justice Partner agencies to provide their users access to CRIMES case management system. The unit also maintains the offices external website www.MCDA.us, as well as an office only intranet. The unit also manages video and audio equipment used throughout the courtrooms in the central courthouse, video and audio equipment in three Grand Jury hearing rooms, and the For The Record (FTR) system used for mandated recording of all Grand Jury hearings.

This program allows the District Attorney to fulfill a legal responsibility under Oregon state law to maintain a register of official business, in which the District Attorney makes a note of every action, suit or proceeding commenced or defended by the District Attorney in official capacity, and the proceedings, therein.

The program's Help Desk is staffed 7:30 AM to 5:00 PM, Monday through Friday, and 9:00 AM to 5:00 PM on Saturdays and Sundays.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Help Desk Calls	4,195	3,430	3,209	3,300
Outcome	Number of times the DA network failed due to an internal cause	0	0	0	0

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the District Attorney makes a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the district attorney to the successor in office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$934,254	\$0	\$995,598	\$0
Contractual Services	\$25,000	\$0	\$52,000	\$0
Materials & Supplies	\$242,900	\$0	\$306,400	\$0
Internal Services	\$958,574	\$0	\$1,227,124	\$0
Capital Outlay	\$40,000	\$0	\$45,000	\$0
Total GF/non-GF	\$2,200,728	\$0	\$2,626,122	\$0
Program Total:	\$2,200,728		\$2,626,122	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15002-19 Information Technology

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program provides all support for the District Attorney's office related to finance, including purchasing, travel and training, budget preparation, fiscal reports, and grant reporting and monitoring, and research/evaluation. It also carries out all human resources functions, including payroll, HR maintenance and assistance in Workday, and recruitment/selection.

Program Summary

This program provides office wide support for finance and human resources functions. The finance staff provides all accounts payable, accounts receivable, general ledger, petty cash accounts, travel & training, fiscal reporting, budget preparation, grant reporting and monitoring, purchasing, inventory, and contracts.

The human resources unit provides support to the entire District Attorney's Office in many different areas to include: employee and labor relations, recruitment and selection, internal investigations, personnel file maintenance, classification and compensation, management consultation, discipline and grievance handling, and leave administration. HR provides support to the entire District Attorney's Office regarding Workday questions and assistance. The HR Unit supports managers with contract interpretation, performance management consultation, and facilitates the departments FMLA/OFLA coordination with Central Benefits.

This program contributes to the County's Climate Action Plan by purchasing "green" products and supplies for the entire office and by working to reduce paper usage throughout the office. The Office uses 100% recycled paper products.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of employees supported per day	na/-	na/-	na/-	215
Outcome	Percent of people of color hired for open positions	na/-	na/-	na/-	31%
Output	Number of new hires	65	na/-	30	20

Performance Measures Descriptions

New Performance Measures

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the District Attorney to the successor in office.

ORS 8.850 - Offices, supplies and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies and stenographic assistance as is necessary to perform efficiently the duties of such office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$573,882	\$0	\$618,563	\$0
Contractual Services	\$6,000	\$0	\$0	\$0
Materials & Supplies	\$7,900	\$0	\$8,550	\$0
Internal Services	\$2,410	\$0	\$0	\$0
Total GF/non-GF	\$590,192	\$0	\$627,113	\$0
Program Total:	\$590,192		\$627,113	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15003-19 Finance/Human Resources

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The discovery component of this program supports the entire office in processing discovery requests and providing discoverable material to defense counsel and occasionally to attorneys representing victims. The records component maintains accurate records on open and closed cases including electronic document scanning and storage, coordinates scheduling and docketing of court appearances and provides administrative and clerical support to attorneys and staff assigned to the arraignment courts.

Program Summary

The Records/Discovery program fulfills the statutory responsibility to provide case specific discovery of documents, photos, videos and audio material either in paper, flash drive, CD, DVD, and hard drive formats to public and private defense attorneys, pro se defendants, and victims. The unit currently handles and manages discovery of body worn camera footage for one police agency. Two more police agencies are expected to adopt body worn cameras during the 2020 fiscal year. Staff copy, upload, redact, and disclose to defense any restitution information submitted by victims. Staff maintain meticulous records in tracking material and information within the possession or control of the district attorney in order to disclose accurate data to defense on homicide and major crimes cases.

This program also provides file storage and retrieval for the entire office, maintaining over 34,000 closed and open case files at any given time in various storage locations. Staff coordinate shipment and tracking of off-site storage for closed physical files and case materials at county archives and at private secured storage facilities. The unit maintains historical records of all archived cases and their destruction dates in accordance with county and state rules and regulations.

This program processes Victim Rights Notifications to ensure necessary paperwork is completed, logged, and filed so that crime victims and survivors' rights are asserted in accordance with the Oregon Constitution and Oregon Revised Statutes. Staff run records to assist DDAs with diversion completion eligibility for offenders, process assessments for Treatment First Program eligibility, and query and print records from the Law Enforcement Data System (LEDS/NCIC) to provide information required by the deputy district attorney for probation violation hearings.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of Discovery packets	16,287	16,709	16,800	16,900
Outcome	Total Discovery Revenue	\$329,376	\$325,000	\$370,000	\$370,000

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$477,387	\$0	\$548,562	\$0
Contractual Services	\$9,600	\$0	\$6,000	\$0
Materials & Supplies	\$45,100	\$0	\$41,750	\$0
Internal Services	\$211,310	\$0	\$184,335	\$0
Total GF/non-GF	\$743,397	\$0	\$780,647	\$0
Program Total:	\$743,397		\$780,647	
Program FTE	6.50	0.00	7.07	0.00

Program Revenues

Service Charges	\$325,000	\$0	\$370,000	\$0
Total Revenue	\$325,000	\$0	\$370,000	\$0

Explanation of Revenues

\$370,000 in Discovery Fees

Significant Program Changes

Last Year this program was: FY 2019: 15004-19 Records/Discovery

Department: District Attorney
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics:

Program Contact: Jeff Howes
Program Offer Stage: As Adopted

Executive Summary

A DDA must review all available evidence prior to making a charging decision. Tangible evidence must be reproduced by the district attorney's office and provided to the defense attorney. When body-worn camera evidence is received by the DA's Office, the process of reviewing and replicating the evidence will be mandatory, not discretionary. GPD is currently in the process of purchasing body worn cameras for all GPD patrol officers. Dramatic increases in prosecutors' offices personnel costs are being experienced nationwide.

Program Summary

Primary among the duties of a deputy district attorney is to review cases submitted by local law enforcement agencies to determine whether the case should be charged as a crime. This function is at the heart of the prosecution function. The charging decision in every case is guided by a 22-step analysis contained within the MCDA Policy Manual. As the case progresses through the system, the video may need to be re-reviewed, redacted, reformatted, and used in trial preparation and witness preparation.

Police departments across the United States are phasing in the use of body worn cameras. The Gresham Police Department has instituted an aggressive timeline for equipping their officers with body-worn cameras. Conservative estimates state that 1.5 hours of video will be created by a police officer on every shift. Of this 1.5 hours, 10% will contain video pertinent to a criminal case – video that must be reviewed prior to charging and must be reproduced and given to the defense after charging.

Body-worn camera evidence will be reviewed by a deputy district attorney. Duplication and distribution of body-worn camera evidence will be accomplished by non-lawyer staff. A review of comparably-sized offices from around the country has shown that, with the adoption of body-worn cameras by law enforcement, prosecutor's personnel costs rose between 3% – 10%. For example, the Wayne County District Attorney's Office (Detroit, MI) experienced an 8% increase in personnel costs after several of their law enforcement partners began using body-worn cameras.

Data from body-worn cameras will be voluminous and secure storage will be necessary to comply with witness/victim privacy concerns as well as Criminal Justice Information Services (CJIS) compliance requirements.

Body-worn camera footage will allow prosecutors to view crime scenes and witness/victim/suspect interviews through an unfiltered lens. Transparency and system confidence will increase by virtue of additional objective evidence available for subsequent review. Charging decisions will improve, leading to better, more just, outcomes.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Hours of body camera footage reviewed	na/-	na/-	na/-	5,800 hrs
Outcome	Better charging decisions reflected by fewer motions to suppress evidence, fewer dismissals of pending cases.	na/-	na/-	na/-	-200 cases

Performance Measures Descriptions

Output – All body camera footage submitted by GPD will be reviewed by a deputy district attorney to assist in determining whether criminal charges should be issued. If charges are issued, pertinent footage will be duplicated and made available to defense attorneys. Outcome – Having audio/visual evidence will allow prosecutors to view crime scenes and interviews through an unfiltered lens. Transparency and system confidence will increase by virtue of additional objective evidence available for subsequent review. Charging decisions will improve, leading to better, more just, outcomes.

Legal / Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct. Oregon Revised Statute (ORS): 135.185: The District Attorney shall disclose to a represented defendant the following material within the possession and control of the district attorney: (b) any written or recorded memoranda of any oral statements made by the defendant, or made by a codefendant if the trial is to be a joint one. (d) Any books, papers, documents, photographs, or tangible objects: (A) which the district attorney intends to offer in evidence at trial.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$204,263	\$0
Materials & Supplies	\$0	\$0	\$46,091	\$0
Total GF/non-GF	\$0	\$0	\$250,354	\$0
Program Total:	\$0		\$250,354	
Program FTE	0.00	0.00	1.48	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: District Attorney

Program Contact: Jeff Howes

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

National best practices in criminal prosecution include the use of data research and planning teams to enable data-driven policy and resource allocation decision making. Similar programs exist within Multnomah County's Department of Community Justice, the Multnomah County Sheriff's Office, the Local Public Safety Coordinating Council, the Multnomah County Circuit Court of the Oregon Judicial Department, as well as within the Portland Police Bureau.

Program Summary

The creation of the Research and Planning Unit will greatly enhance the ability of the District Attorney to make evidence-based decisions and reinforce the county's long standing commitment to data analysis. This unit will produce research that explores and uncovers prosecutorial effects and trends in Multnomah County's criminal justice system. This further insight will facilitate informed policy decision making to strategically address disparities within our county.

Furthermore, the trend in public safety in the county and across the nation is for increased cooperation among peers to answer questions greater than any one entity. Experience here in the county has shown that when one partner in criminal justice evaluation comes to the table without the capacity to keep up with others, that weak link causes the whole enterprise to suffer. As public safety systems in Multnomah County join to tackle important questions, the District Attorney's office is determined to be an equal partner with others in this endeavor. That commitment requires an expansion of the office's evaluation capacity to invest resources in maintaining and developing new partnerships and programs.

Internally, the DA's office is asking more sophisticated questions about its own workings, including examinations of equity and disparity in prosecution, DDA workload and effectiveness, and case flow efficiency. At one time it may have been sufficient to find answers to these questions through the authority of long tenure, management discussion and speculation by line staff. These older methods are insufficient in the face of greater reliance in the county and nationwide on sophisticated data analyses that provide more objective means to drive policy. The office's single temporary evaluator can no longer meet our needs; we must be about the business of building a more robust research and planning enterprise.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Data analysis reports	na/-	na/-	na/-	32
Outcome	Number of outcome measures analyzed for reporting	na/-	na/-	na/-	840

Performance Measures Descriptions

Data analysis reports refers to a monthly report on community courts, a monthly report on LEAD, and eight independent topical reports. Outcome measures analyzed for reporting is derived from four reports under development (as of Feb 2019) utilizing a total of 350 independent variables as well as the community court count of 10 variables over 12 months.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$126,593	\$0
Materials & Supplies	\$0	\$0	\$3,407	\$0
Total GF/non-GF	\$0	\$0	\$130,000	\$0
Program Total:	\$0		\$130,000	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was:

Department: District Attorney

Program Contact: John Casalino

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program funds the Division I Chief Deputy DA to provide leadership, policy direction, long and short range planning and daily operational oversight for Division I, which is responsible for protecting some of the most vulnerable children, adults and families in the County. This division includes the Multi-Disciplinary Child Abuse Team, Domestic Violence Unit, Juvenile Court Trial Court, and Support Enforcement Units. The Chief DDA directs these activities on behalf of children and families in a variety of leadership and liaison positions inside and outside the office to make our community more livable.

Program Summary

The Chief Deputy District Attorney of Division I is a member of senior level management with specific division level responsibilities to provide leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division, which directly affects the lives and safety of children, teens, domestic violence survivors and families in Multnomah County. The Chief Deputy has direct and daily oversight responsibility for the Domestic Violence Team, Juvenile Unit, Multidisciplinary Child Abuse Team, and Child Support Enforcement Unit. The Chief Deputy also meets weekly to staff cases to determine appropriate and consistent pretrial resolutions for defendants facing mandatory minimum sentencing on indicted charges. The Division I Chief Deputy also prosecutes aggravated murder and murder cases.

The MDT/Child Abuse Unit prosecutes felony crimes involving child victims including homicide, physical abuse, abandonment and neglect, and sexual assault of children where the perpetrator is considered family and protects vulnerable children through litigating dependency cases in juvenile court while coordinating child protection efforts and developing practices and policies to investigate and prosecute abuse and keep children safe and strengthen families. The Juvenile Unit prosecutes serious felonies and certain misdemeanors committed by those under 18 years of age. That Unit seeks community protection, reformation of the youth and restitution to victims of crime. The Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County. The DV Unit prosecutes crimes involving victims and survivors of domestic violence including physical and sexual assaults, homicides and violations of restraining orders.

The Division 1 Chief Deputy performs a critical, family justice liaison role with outside partners, including Department of Human Services and Child Protective Services, Department of Community Justice, all county police agencies, non-profit partners, the defense bar, and the court by serving on numerous collaborative working groups. These include the Family Violence Coordinating Council, Sexual Assault Response Team (SART), Domestic Violence Court Working Group, Multidisciplinary Child Abuse Team Executive Committee, Department of Community Justice Working Group, Juvenile Justice Council, State and Local Child Fatality Review Team, Child Welfare Council, LPSCC—Racial and Ethnic Disparities Subcommittee, Domestic Violence Fatality Review Team, and the Juvenile Justice Task Force.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Division 1 cases reviewed (DV,MDT,Juv)	4,960	na/-	4,840	4,840
Outcome	Amount of child support collected	33.4M	30M	33.6M	33.8M

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$310,506	\$0	\$329,761	\$0
Contractual Services	\$1,200	\$0	\$0	\$0
Materials & Supplies	\$3,000	\$0	\$5,000	\$0
Internal Services	\$948	\$0	\$147,896	\$0
Total GF/non-GF	\$315,654	\$0	\$482,657	\$0
Program Total:	\$315,654		\$482,657	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15100-19 Division I Administration

Due to funding decisions by the county and state, this Division 1, will be suffer a detrimental impact that has severe consequences for child safety and families within Multnomah County.

Please see the Juvenile and MDT Program Offers. The Juvenile Program will lose TPR and dependency. This will result in significant reduction in safety and proactive measures that protect children and increase parental capacity. The MDT Unit will have to abandon the MDT building at 102nd and Burnside and no longer be cohoused with law enforcement and DHS. That unit will move to the Juvenile Court Building. This will lessen the coordination, communication and collaboration that is essential to stop child abuse.

Department: District Attorney

Program Contact: John Casalino

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Juvenile Court Trial Unit's primary function, due to reduced funding, includes some delinquency matters. This unit, working with Multnomah County's Juvenile Services Division, prosecutes serious felonies and certain misdemeanors committed by those under 18 years of age. This program seeks community protection, reformation of the youth and restitution to victims of crime. Refer to program 15101B which partially restores the Unit to two primary functions: 1) delinquency and 2) limited dependency.

Program Summary

The purposes of the Oregon juvenile justice system are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. This Unit prosecutes juveniles who have committed all but the most serious (Ballot Measure 11) crimes. This includes cases ranging from minor misdemeanors to serious felonies. The unit works closely with the Department of Community Justice (DCJ) Juvenile Division in developing appropriate sanctions aimed at accountability, community protection and reformation of the child or youth. Additionally, one of the goals of this program is to reduce the number of youth who are exposed to the adult criminal system.

For over 25 years this program has been involved in the Anne E. Casey Foundations Juvenile Detention Alternatives Initiative (JDAI). The current interagency agreement with the Juvenile Services Division provides for opportunities for youth to have their matters handled informally, either through the CHI Early Intervention Program, or through informal handling by the Juvenile Department. The current agreement calls for MCDA to provide legal sufficiency screening of all referrals, to insure that youth are held accountable only for acts that are legally sufficient. Legal sufficiency screening by non-lawyers often results in youth being held accountable inappropriately. The goal of these programs is to provide the principles of accountable and reformation without pulling a youth further into the Juvenile System.

These DDAs coordinate with the Department of Human Services, DCJ and juvenile court counselors to serve families impacted by the juvenile system. Beginning July 1, 2019, the Department of Human Services will redirect state and federal funds from MCDA to pay their own lawyers at the Department of Justice to represent DHS in all TPR and dependency matters in Multnomah County. Refer to Program 15101B (Dependency and Delinquency) which partially restores this unit to two primary functions to serve families in Multnomah County. Lost funding, however, eliminates victim's advocates to help those involved in the court process navigate the complicated and often unfamiliar juvenile system and impacts victim safety restitution or restorative justice when appropriate. This program will no longer accomplish community protection, youth reformation and family preservation and skill building to the extent it has in the past.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases reviewed for Delinquency, Dependency, TPR	2,043	na/-	1,363	1,363
Outcome	Early intervention program participants ____% less likely to recidivate than non-participants	40%	na/-	40%	40%
Input	Number of attorneys needed to fulfill program description	na/-	11	7	3

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

Juvenile Trial Court: 8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750); 1991 c.681 §4.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,531,078	\$1,342,289	\$940,187	\$0
Contractual Services	\$12,000	\$25,000	\$12,000	\$0
Materials & Supplies	\$33,800	\$0	\$36,300	\$0
Internal Services	\$146,099	\$0	\$0	\$0
Total GF/non-GF	\$1,722,977	\$1,367,289	\$988,487	\$0
Program Total:	\$3,090,266		\$988,487	
Program FTE	11.75	8.60	6.00	0.00

Program Revenues

Intergovernmental	\$0	\$1,367,289	\$0	\$0
Total Revenue	\$0	\$1,367,289	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15101-19 Juvenile Court Trial Unit

State and Federal funding was eliminated in this program because the Department of Human Services has decided to have the Department of Justice represent DHS in all Termination of Parental Rights (TPR) and dependency matters in Multnomah County. This program offer also reflects a General Fund reduction in order to meet the budget constraint. Because of reductions in both funding and FTE, this program lost two important child protection functions: dependency and TPR. This program no longer advocates for proactive child protection efforts in dependency court proceedings. This program no longer litigates cases where the abuse or neglect of a child necessitates effort be made to free the child for adoption (TPR). Certain crimes will no longer be prosecuted. Refer to Program 15101B which restores the reduction in County funding to allow MCDA to continue delinquency and a limited role in dependency.

Program #15101B - Juvenile Dependency and Delinquency

6/19/2019

Department:	District Attorney	Program Contact:	John Casalino
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics: Backfill State/Federal/Grant			

Executive Summary

This program allows the Juvenile Court Trial Unit to retain two primary functions: 1) delinquency (prosecuting certain criminal offenses committed by juveniles), 2) limited dependency (litigating some child protection cases in Juvenile Court). In dependency, this program seeks child safety while strengthening the protective capacity of families. Refer to 15101 A which details the delinquency function of the Juvenile Unit.

Program Summary

The Juvenile Unit will no longer accomplish community protection, youth reformation and family preservation and skill building to the extent it has in the past. This Unit will continue to prosecute all but the most serious (Ballot Measure 11) crimes committed by juveniles. This includes cases ranging from certain misdemeanors to serious felonies. In addition to delinquency function described in 15101A, this program partially restores this Unit to have two primary functions, delinquency and limited dependency to serve families in Multnomah County.

Dependency proceedings are noncriminal in Juvenile Court where children are found unsafe and the court needs to intervene to protect the child. Dependency is proactive which can result in safer, healthier children who grow up to be adults who also implement safe parenting practices. These DDAs seek to protect children, strengthen families and work with system partners in dependency.

Beginning July 1, 2019, the Department of Human Services will redirect state and federal funds from MCDA to pay their own lawyers at the Department of Justice to represent DHS in all TPR and dependency matters in Multnomah County. Because of overall funding loss to the Juvenile Court Unit, DDAs' child safety efforts will be reduced and in many cases DDAs will no longer work with DHS and other agencies and partners to fashion plans which will provide protection for the child and opportunities for the parents to expand their protective capacity. Because this Unit has reduced funding, it has reduced coordination with community and system partners and reduced engagement in the cross-over youth practice model.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases reviewed for Delinquency, Dependency, TPR. (Estimate and offer includes Delinquency & Dependency)	2,043	na/-	1,887	1,887
Outcome	Early intervention program participants ____% less likely to recidivate than non-participants.	40%	na/-	40%	40%
Input	Number of attorneys needed to fulfill program description in 15101A & 15101B	na/-	11	7 unit total	5 unit total

Performance Measures Descriptions

Continuing MCDA involvement in juvenile dependency cases promote public safety through building parental capacity and safeguarding children.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

Juvenile Trial Court: 8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750); 1991 c.681 §4.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$613,195	\$578,857	\$0
Contractual Services	\$0	\$6,000	\$0	\$0
Materials & Supplies	\$0	\$0	\$18,226	\$0
Internal Services	\$0	\$0	\$51,076	\$0
Total GF/non-GF	\$0	\$619,195	\$648,159	\$0
Program Total:	\$619,195		\$648,159	
Program FTE	0.00	3.67	3.00	0.00

Program Revenues

Intergovernmental	\$0	\$619,195	\$0	\$0
Total Revenue	\$0	\$619,195	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was:

State and Federal funding was eliminated in this program because the Department of Human Services has decided to have the Department of Justice represent DHS in all Termination of Parental Rights (TPR) and dependency matters in Multnomah County. This program restores the reduction in County funding for the Juvenile Unit and will be used to partially backfill the reduction in State funding. This funding will allow the District Attorney's Office to continue its dependency function in a reduced role. Partial funding limits MCDA's work on Juvenile Justice reform issues and reduces both public safety, youth reformation and victim input regarding system decisions. The MDT Unit Program is also impacted. The Child Abuse Unit will leave the Multnomah County MDT building; ending an internationally recognized coordination model began in the early 90s.

Department: District Attorney

Program Contact: John Casalino

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Domestic violence is a social, economic and public health concern. The Domestic Violence Unit prosecutes felonies and misdemeanors involving victims and survivors of domestic violence including physical and sexual assaults, homicides and violations of restraining orders. Additionally, this unit's mental health DDA handles Aid and Assist issues in a case and coordinates the efforts of the Multnomah County Mental Health Court and Civil Commitment proceedings. This team works closely with our victim advocates to ensure trauma-informed support for survivors and their children.

Program Summary

The Domestic Violence Trial Unit prosecutes all types of family or intimate partner violence including physical and sexual assaults (rape, sodomy, for example), strangulation, kidnapping and homicide. The goals of this program are to secure victim and community safety while seeking defendant accountability.

Additionally, these Deputy District Attorneys play a valuable role in advocating for community-oriented interventions to help support survivors and their children in breaking the vicious, generational cycle of family violence. Moreover the Unit works to ensure that each victim is treated respectfully, compassionately and with dignity. Our Victim Assistance program assigns an advocate to each case to provide outreach and assist survivors in obtaining comprehensive wrap around support services to help alleviate survivors' psychological, social, and financial fears.

The unit works in collaboration with state and local law enforcement, the Multnomah County Department of Community Justice and a variety of local nonprofit domestic violence organizations and shelters. Initiatives include working closely with the Portland Police Bureau Domestic Violence Reduction Unit (DVRU) and the Domestic Violence Emergency Response Team (DVERT). The Senior Deputy District Attorney is also an Executive Committee member for the Family Violence Coordination Council and, the Domestic Violence Fatality Review, the DV court workgroup and is the Co-Chair of the local Chapter of Justice Jammers, a work group that meets to identify gaps in the justice system affecting domestic violence victim's safety and offender accountability.

The Domestic Violence Unit participates in the Deferred Sentencing program for eligible offenders. This program allows first time offenders an opportunity to earn a dismissal of the charge upon successful completion of a highly supervised and closely monitored program of batterer's intervention strategies and counseling. The Domestic Violence unit works with the county's Adult Protective Services agency to provide a specialized emphasis on the prosecution of elder abuse cases within Multnomah County. This unit acts as a resource for training of community partners, state and local law enforcement agencies. The unit dedicates a full time attorney to mental health court and civil commitments for the county.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	All DV Cases Reviewed (Felony, Misdo, VRO)	2,664	2,479	2,737	2,737
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	81.4%	na/-	69.3%	75.35%
Input	Number of Attorneys needed to fulfill description duties	na/-	7	10.7	7

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,533,969	\$0	\$1,636,635	\$0
Contractual Services	\$24,000	\$0	\$34,000	\$0
Materials & Supplies	\$17,300	\$0	\$19,150	\$0
Internal Services	\$7,583	\$0	\$0	\$0
Total GF/non-GF	\$1,582,852	\$0	\$1,689,785	\$0
Program Total:	\$1,582,852		\$1,689,785	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15102-19 Domestic Violence Unit

Department: District Attorney

Program Contact: Chuck Sparks

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program serves three primary functions: (1) Prosecute felony crimes involving child victims including homicide, physical abuse, abandonment and neglect, sexual exploitation and sexual assault (rape sodomy, for example) of children where the perpetrator is considered family, (2) Protect vulnerable children through litigating dependency cases in juvenile court; and (3) Coordinate the Multi-Disciplinary Child Abuse Team's child protection efforts and develop practices and policies to investigate and prosecute abuse while working to help keep children safe and strengthen families.

Program Summary

The Multidisciplinary Child Abuse Team (MDT) is part of a larger team comprised of representatives from law enforcement, public schools, hospitals, courts, health departments, the Oregon Department of Human Services (DHS), and the Oregon Department of Employment Child Care Division. The team provides services to child victims, minimizes the number of victim interviews, prevents abuse of other potential victims, advances public safety and increases the effectiveness of prosecution of both criminal and dependency cases. A case in the MDT unit is often time and emotion intensive.

Last year, this program prosecuted some of the most troubling homicides (Abusive head Trauma) and serious felony sexual and physical assaults against children in the county. These DDAs respond to child death crime scenes all hours of the day. This team reviews all fatalities which involve a child under the age of 18 years. DDAs also work with DHS and other agencies to protect children who are abused and neglected. They work with our Victim Assistance program to ensure all practices are trauma-informed and mitigate the life-long consequences of child abuse.

Last year, attorneys litigated some of the most high risk/high lethality child protection cases in Juvenile Court. With the court, DHS and other agencies and community partners the office fashions plans that provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place, with the goal that the child(ren) and parents to be safe and further parenting skills.

MDT DDAs coordinate discussion and resolution of inter-agency issues, assist in training with agencies involved in child abuse, participate in policy meetings regarding child abuse and neglect, prepare and update the protocols for the larger MDT, and advise community partners on child abuse legal issues. The Senior Deputy District Attorney is on call 24/7 to assist law enforcement, medical personnel and DHS regarding infant deaths and immediate physical and child sexual assaults. The Sr. DDA also supervises the juvenile delinquency DDAs. This program also coordinates the distribution of state Child Abuse Multidisciplinary intervention (CAMI) funds to a variety of local partners on an annual basis for projects/services associated with child abuse intervention.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Dependency/Criminal cases reviewed	264	na/-	291	291
Outcome	Percentage of presumptively prison eligible defendant diverted from prison to community supervision	54.5%	na/-	30.7%	42.6%
Input	Number of Attorneys needed to fulfill program duties	na/-	4	9.27	4

Performance Measures Descriptions

Combining dependency and criminal work, MDT DDA's have between 300-325 children protected on their caseloads each month.

Reducing child abuse reduces health consequences that persist into adulthood.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$767,724	\$194,079	\$1,081,368	\$209,188
Contractual Services	\$38,400	\$753,445	\$17,000	\$670,624
Materials & Supplies	\$12,900	\$49,660	\$14,650	\$33,263
Internal Services	\$61,551	\$31,557	\$0	\$38,303
Total GF/non-GF	\$880,575	\$1,028,741	\$1,113,018	\$951,378
Program Total:	\$1,909,316		\$2,064,396	
Program FTE	3.98	2.00	5.00	2.00

Program Revenues

Intergovernmental	\$0	\$1,028,741	\$0	\$951,378
Total Revenue	\$0	\$1,028,741	\$0	\$951,378

Explanation of Revenues

\$951,378 Child Abuse Multidisciplinary Intervention (CAMI) Grant Program, Oregon Department of Justice/Crime Victims' Services Division, State

Significant Program Changes

Last Year this program was: FY 2019: 15103-19 MDT - Child Abuse Unit

Due to county funding constraints, the MDT unit will now be moved to the Juvenile Court Building on 68th and Gleason. MDT will abandon the Multnomah County MDT building located at 102nd and Burnside to realize cost savings to meet budget requirements. This means that the Unit will no longer be co-housed with the Department of Human Services (DHS) and a specialized police unit comprised of detectives from the Portland Police Bureau and the Gresham Police Department (Child Abuse Team). This will reduce coordination, collaboration and communication regarding child abuse investigation and planning. Multnomah County's innovative gold-standard of co-housing prosecutors, LE and DHS has been in existence since the early 1990s. It has served as model to other counties around the state and internationally. Additionally, due to funding loss to our Juvenile Court Trial Unit, the MDT Senior DDA will now also supervise delinquency work.

Department: District Attorney

Program Contact: John Casalino

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Multnomah County District Attorney's Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County as part of The Oregon Child Support Program (OCSP) by working with both parents to provide the financial and emotional support their children need to grow and thrive. OCSP delegates the authority of non-public assistance cases to county district attorney offices.

Program Summary

The Child Support Enforcement (CSE) Program, operated by the Support Enforcement Division (SED), was enacted in 1975 as a federal-state-local partnership. The federal government reimburses each state 66% of all allowable expenditures on CSE activities, including staffing costs. The federal government's funding is "open-ended" in that it pays its percentage of expenditures by matching the amounts spent by state and local governments with no upper limit or ceiling.

Operating in two locations (Downtown and East County), the SED routinely carries an average caseload of approximately 7500 cases and collects approximately \$31 million annually. Every dollar collected (less a \$25 annual fee after \$500 collected) is sent directly to custodial parents for the benefit of the children in our community, providing a critical safety net for families.

Implemented in 2019, a modernized statewide child support computer conversion provides SED with a more automated system to establish, modify and enforce support orders which result in payments benefiting over 10,000 children in our community. While seeking accountability from parents ordered to pay support, SED also works to reduce barriers for those who are unable to meet their obligations by working with the courts to refer parents for job placement, addiction evaluations and appropriate mental health services.

SED works with all 50 states, local tribes, and US territories, to cooperatively provide child support services. In addition, OCSP and CSE have reciprocity agreements with over 30 foreign nations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of families (cases) assisted each month	7,515	7,916	7,600	7,700
Outcome	Amount of child support collected	\$33.4M	\$30.0M	\$33.6M	\$33.8M

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

Per ORS 25.080, the District Attorney's Office provides support services by application to 1) a child support recipient who lives in Multnomah County 2) a child support recipient who lives out of state but the obligating party lives in Multnomah County or 3) both the obligating party and support order are in Multnomah County. Per ORS 416.415, the District Attorney's Office provides assistance to either parent in establishing paternity for a child. Per ORS 416.425, the District Attorney's Office provides assistance to either parent in modifying their support order to ensure a fair and equitable support amount per Oregon Child Support Guidelines OAR 137-050-0700. Per ORS 416.429, the District Attorney's Office provides assistance to establish and enforce arrearages for families whose children may have reached the age of majority however support is an unpaid judgment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$610,372	\$2,089,890	\$686,798	\$2,215,709
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$53,997	\$0	\$54,130
Internal Services	\$201,934	\$667,812	\$198,481	\$791,528
Total GF/non-GF	\$812,306	\$2,821,699	\$885,279	\$3,071,367
Program Total:	\$3,634,005		\$3,956,646	
Program FTE	5.79	19.81	4.51	21.09

Program Revenues

Intergovernmental	\$0	\$2,791,189	\$0	\$3,041,905
Beginning Working Capital	\$0	\$30,510	\$0	\$29,462
Total Revenue	\$0	\$2,821,699	\$0	\$3,071,367

Explanation of Revenues

\$2,868,311 Child Support Enforcement (CSE) Program, Oregon Department of Justice/Child Support Program/Support Enforcement Division (SED), Federal through State

\$203,056 Child Support Enforcement (CSE) Program, Oregon Department of Justice/Child Support Program/Support Enforcement Division (SED), State

Significant Program Changes

Last Year this program was: FY 2019: 15104-19 Child Support Enforcement

For more information about SED performance measures, please see

Department: District Attorney

Program Contact: Kirsten Snowden

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program funds a Chief Deputy District Attorney who provides leadership, policy direction, long and short-range planning, and daily operational oversight for Division II. This division includes Unit C, Pretrial and the Misdemeanor Trial Unit. Collectively these units handle a wide range of crimes including aggravated murder, armed robbery, vehicular homicide, DUII, resisting arrest and criminal trespass. This division also handles a variety of non-trial matters. The Division II Chief DDA also engages system and community partners in a variety of leadership positions outside the office.

Program Summary

The Chief Deputy District Attorney of Division II is a member of senior level management with specific division level responsibilities to provide leadership, policy direction, long and short-range planning and daily operational oversight. The Chief DDA has direct and daily oversight responsibility of the Unit C, the Pretrial Unit and the Misdemeanor trial unit and meets daily with attorneys to discuss case strategy and resolution. The Chief Deputy also presides over weekly case staffing meetings to determine appropriate and consistent pretrial offers for defendants facing mandatory minimum sentencing on their indicted charges. The Division II Chief Deputy also prosecutes aggravated murder and murder cases.

Unit C is a felony trial unit which is responsible for the prosecution homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse.

The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

The Misdemeanor Trial Unit prosecutes all misdemeanor crimes except those involving domestic violence. These crimes include offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct.

Lastly, the Division II Chief Deputy performs a critical, criminal justice liaison role with outside partners focused on gang violence prevention. To that end, the Division II Chief Deputy is the co-chair of the Local Public Safety Coordinating Council (LPSCC) Youth and Gang Violence Subcommittee and is a member of numerous collaborative working groups such as the Portland Area Gun Initiative, the PPB Bi-weekly Shooting Review and the Community Peace Collaborative.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Division II criminal cases reviewed for prosecution	12,788	na/-	13,094	13,000
Outcome	Number of Division II non-criminal fugitive cases, public record requests, extraditions, and expungements	2,283	na/-	2,315	2,345

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.760 Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$310,506	\$0	\$329,761	\$0
Contractual Services	\$1,200	\$0	\$1,000	\$0
Materials & Supplies	\$2,900	\$0	\$8,000	\$0
Internal Services	\$473	\$0	\$222,646	\$0
Total GF/non-GF	\$315,079	\$0	\$561,407	\$0
Program Total:	\$315,079		\$561,407	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15200-19 Division II Administration

The Multnomah County District Attorney's Office recently reorganized in order to more efficiently and effectively prosecute misdemeanor crimes. As a result, the Pretrial Unit has absorbed the functions and duties the Misdemeanor Intake Unit which no longer exists as a stand-alone program offer. The Neighborhood and Strategic Prosecution Unit supervisory duties have shifted to Division III.

Department:	District Attorney	Program Contact:	Kirsten Snowden
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

Unit C is a felony trial unit responsible for prosecuting a variety of very serious and mid-level felony crimes including: homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse. These crimes are predominantly person crimes, and many of the violent cases handled by this unit have long-lasting effects on the victimized community members.

Program Summary

Unit C works cooperatively with state and local law enforcement agencies to target and reduce the instances of violent offenses. In the continuum of prosecution services, this unit prosecutes mostly high-risk and some medium-level offenders. Due to the nature of these crimes, many cases handled in Unit C have high visibility in the community. Unit C works cooperatively with the Portland Police Bureau, Multnomah County Sheriff's Office, Gresham Police Bureau, and other local law enforcement agencies in the county to promote better case investigation and development by consulting with and training officers in the complex legal issues these cases present. Members of the unit are available to officers with questions 24 hours per day, 7 days per week.

Due to the negative impact of gang violence in our community, Unit C attorneys are involved in numerous meetings with law enforcement and regularly attend community engagements and outreach programs. These events are used to address and educate the public, while utilizing evidence-based solutions to gang-related crimes in Multnomah County.

Additionally, Unit C collaborates with the US Attorney's Office the Bureau of Alcohol, Tobacco and Firearms to vigorously prosecute the illegal use, possession and transfer of firearms. Hundreds of felony weapons cases are handled by Unit C annually, resulting in both state and federal prosecutions.

Unit C is responsible for prosecuting all felony cases that result from unintentional vehicular collisions where serious physical injury or fatalities occur. Unit C attorneys are assigned to the vehicular crimes team and each attorney is on-call to respond to vehicular crashes approximately seven weeks a year. Unit C attorneys spend approximately six hours responding to the scene of a crash and assisting law enforcement with the initial investigation.

The program seeks to hold offenders accountable for committing serious person and property crimes and to keep victims protected

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases reviewed for prosecution by Unit C	927	na/-	950	950
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	58.7%	na/-	55.6%	55%
Input	Number of attorneys needed to fulfill program description duties	na/-	6	11.8	9

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 Prosecuting violations: Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,512,708	\$0	\$2,213,947	\$0
Contractual Services	\$40,000	\$0	\$43,000	\$0
Materials & Supplies	\$18,500	\$0	\$18,500	\$0
Internal Services	\$8,989	\$0	\$0	\$0
Total GF/non-GF	\$1,580,197	\$0	\$2,275,447	\$0
Program Total:	\$1,580,197		\$2,275,447	
Program FTE	9.50	0.00	12.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15201A-19 Unit C/Gangs

In FY19, MCDA merged portions of the Neighborhood Prosecution Unit with Unit C to accommodate a Unit C FY19 reduction of 1.00 FTE Deputy District Attorney in order to meet general fund constraints.

Department:	District Attorney	Program Contact:	Kirsten Snowden
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

This program works collaboratively with the State courts and local law enforcement agencies to prosecute all misdemeanor crimes except those involving domestic violence. These misdemeanor crimes include offenses such as driving under the influence of intoxicants (DUI), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Cases handled by the Misdemeanor Trial Unit are either diverted into a specialty court program or they are set for trial.

Program Summary

Attorneys assigned to the Misdemeanor Trial Unit (MTU) prepare cases for trial and represent the State of Oregon in misdemeanor jury and bench trials. These attorneys also appear in court on other matters including plea entries, sentencing, probation violation hearings, and restitution hearings. MTU attorneys work collaboratively with the Neighborhood and Strategic Prosecution program by prosecuting many of their issued cases. All cases sent to the MTU are presumed to be trials until otherwise stated. For this reason, all files have to be prepared for actual litigation. This includes: verifying that all discovery obligations are met, extending a pretrial plea offer to the defendant, subpoenaing all necessary witnesses for trial, preparing direct and cross examination, assembling all evidence and conferring with victims when applicable. Misdemeanor Trial attorneys must also review, research and respond to all written motions as part of their trial preparation.

Many misdemeanor cases resolve in one of the specialty courts that are staffed by the MTU. Most non-violent offenders qualify for "Community Court" where they can earn a reduction or dismissal of their charges by giving back to local neighborhoods through community service while accessing social services such as alcohol treatment, drug treatment and mental health services. With thousands of cases processed each year, Community Court offers a cost-effective collaboration between the state courts, prosecution and social service providers. Offenders who decline or are ineligible for Community Court are prosecuted by the attorneys in the MTU. Because of the large volume of cases and the continued expansion of East County, prosecutors present cases to courts located in downtown Portland and also in Gresham.

All misdemeanor Possession of Controlled Substance (PCS) cases are now eligible for the Treatment First Program. This program has drastically reduced the felony-level conviction rate for individuals arrested for drug possession in Multnomah County. As a result of the Treatment First Program, most of the convictions for drug possession in Multnomah County are now occurring at a misdemeanor level.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Misdemeanor cases resolved with a trial	699	na/-	600	650
Outcome	Misdemeanor cases offered specialty court diversion	4,250	na/-	4,400	4,500
Input	Number of attorneys needed to fulfill program description duties	na/-	7	22.8	7

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,533,811	\$0	\$1,784,198	\$0
Contractual Services	\$5,000	\$0	\$3,000	\$0
Materials & Supplies	\$25,300	\$0	\$14,000	\$0
Internal Services	\$111,063	\$0	\$0	\$0
Total GF/non-GF	\$1,675,174	\$0	\$1,801,198	\$0
Program Total:	\$1,675,174		\$1,801,198	
Program FTE	12.00	0.00	13.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15202-19 Misdemeanor Trial Unit

Department:	District Attorney	Program Contact:	Kirsten Snowden
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

Program Summary

The Pretrial Unit recently merged with the Misdemeanor Intake Unit to increase supervision efficiencies and to improve misdemeanor case issuing quality by eliminating case review by legal interns.

Pretrial attorneys and staff receive daily case packets, which include police reports documenting misdemeanor crimes as well as other supporting documents, from law enforcement agencies throughout Multnomah County. These case packets are delivered to Pretrial twice each morning for attorneys to review. Pretrial receives approximately 1000 cases a month for review. All in-custody misdemeanor cases must be reviewed and a charging decision made by 12 p.m. each business day so the court can process the cases for arraignment. The number of custody cases received averages 20 to 40 on week days, with the exception of Monday when the number of cases can reach upwards of 80 cases received due to police activity over the weekend. After a holiday weekend, the custody reports to review can approach 70 to 100 cases.

Other than misdemeanor case issuing, Pretrial provides a variety of important functions within the District Attorney's office including felony arraignments, civil litigation, post-conviction relief and appeals. The Pretrial Unit also works with the Governor's office in fugitive and extradition matters. All public records requests are handled by Pretrial, which includes preparing public records orders that resolve disputes between members of the public and local governmental agencies relating to access to the agency's records. The number of public records appeals has increased by 40% since 2016.

Pretrial also provides administration for all three grand jury panels in Multnomah County by working with the Chief Criminal Presiding Judge to ensure all grand jurors are provided the support necessary for their four-week term.

Pretrial handles all applications for expungement of records. Applicants who qualify to have their arrest and/or conviction set aside may overcome obstacles that have previously prevented them from obtaining employment and/or housing. In addition, the stigma of having a conviction is erased as soon as the court formally orders the conviction or arrest erased.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Misdemeanor cases reviewed for prosecution	11,861	7,707	12,144	12,500
Outcome	Number of applications received to set aside criminal convictions	1,806	na/-	1,830	1,900
Input	Number of attorneys needed to fulfill program description duties	na/-	6	8.28	7.6

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 138.081 - Appeals; ORS Chapter 34 - Writs of Habeas Corpus; ORS Chapters 132 and 135 - Grand Jury and pre-trial and felony arraignments.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,377,742	\$0	\$2,938,823	\$0
Contractual Services	\$27,295	\$0	\$52,000	\$0
Materials & Supplies	\$35,400	\$0	\$31,000	\$0
Internal Services	\$99,969	\$0	\$0	\$0
Total GF/non-GF	\$2,540,406	\$0	\$3,021,823	\$0
Program Total:	\$2,540,406		\$3,021,823	
Program FTE	20.00	0.00	23.10	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15305-19 Pre-Trial Unit

The Pretrial program merged with the Misdemeanor Intake program during FY 2019.

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program funds a Chief Deputy District Attorney who provides leadership, policy direction, long and short range planning and daily operational oversight for Division III.

Program Summary

The Chief Deputy District Attorney of Division III is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility DDA staff working in felony trial units: Unit A/B - Property Crimes, Drugs/Human Trafficking, Unit D - Violent Person Crimes, the Neighborhood DA Program/MCJRP and the Post-Conviction Program.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases reviewed	4,446	4,275	3,818	3,502
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases issued	3,057	3,250	2,301	2,121
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases resolved	2,652	3,033	2,154	1,969

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$310,506	\$0	\$329,761	\$0
Contractual Services	\$1,200	\$0	\$11,100	\$0
Materials & Supplies	\$4,900	\$0	\$7,300	\$0
Internal Services	\$565	\$0	\$24,278	\$0
Total GF/non-GF	\$317,171	\$0	\$372,439	\$0
Program Total:	\$317,171		\$372,439	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15300-19 Division III Administration

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Unit A/B, the felony trial unit designated to handle property crimes, human trafficking and drugs, protects victims of trafficking, assists victims of property crimes and in most cases diverts those individuals struggling with drug addiction into specialty courts and diversion programs aimed at treatment rather than prison. Crimes prosecuted include compelling and promoting prostitution, fraud and criminal mistreatment targeting the elderly, auto theft, forgery, identity theft, white collar crime and delivery of heroin and methamphetamines and fatal overdoses caused by these drugs.

Program Summary

Unit A/B participates in a number of progressive programs aimed at diverting persons away from prison and into treatment. Most repeat property and drug offenders may avoid presumptive prison sentences by agreeing to intensive supervision and treatment through the Multnomah County Justice Reinvestment Program (MCJRP). Prosecutors in this unit meet with offenders in judicial settlement conferences to assess their needs. Working with community justice partners and the courts, this unit tailors probationary sentence opportunities aimed at reducing recidivism while keeping the community safe. Input regarding case resolution is sought from victims in every property crimes case and assigned prosecutors seek restitution on behalf of victims of these property crimes.

This unit is also responsible for staffing and participating in the Success Through Accountability, Restitution, and Treatment (START) court program which is a post-sentencing drug court providing supervision and drug treatment for property offenders.

Another program specifically for those with drug addiction, is called Treatment First. Participants in this program are treated in lieu of criminal prosecution. The DISP program (DUII Intensive Supervision Program) is also administered in this unit. Repeat drunk drivers are given the opportunity for court supervised alcohol treatment in lieu of prison as long as they commit to the terms of the program which includes zero tolerance for alcohol and strict restrictions on driving privileges.

In addition to treatment for drug users, this unit plays a key role in the local drug control strategy aimed at dealers by reducing the supply of drugs through enforcement and prosecution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases Issued	2,878	2,878	3,000	3,000
Outcome	Percentage of presumptively prison eligible defendants (drug) diverted from prison to community supervision	82.1%	na/-	88%	88%
Outcome	Percentage of presumptively prison eligible defendants (property) diverted from prison to community supervision	71.2%	na/-	75%	75%

Performance Measures Descriptions

Output- The number of cases for which a charging document has been created in this unit.

Outcome- Percentage of presumptively prison eligible defendants diverted from prison to community supervision

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,506,334	\$108,400	\$3,327,497	\$63,661
Contractual Services	\$7,200	\$0	\$1,000	\$0
Materials & Supplies	\$44,800	\$0	\$43,250	\$5,838
Internal Services	\$15,661	\$8,229	\$0	\$11,657
Total GF/non-GF	\$3,573,995	\$116,629	\$3,371,747	\$81,156
Program Total:	\$3,690,624		\$3,452,903	
Program FTE	23.98	0.66	20.08	0.42

Program Revenues				
Intergovernmental	\$0	\$116,629	\$0	\$75,318
Beginning Working Capital	\$0	\$0	\$0	\$5,838
Total Revenue	\$0	\$116,629	\$0	\$81,156

Explanation of Revenues

\$5,838 Federal Equitable Sharing Funds, US Department of Justice/Criminal Division/Asset Forfeiture and Money Laundering Section, Federal

\$75,318 Child Abuse Multidisciplinary Intervention (CAMI) Grant Program, Oregon Department of Justice/Crime Victims' Services Division, State

Significant Program Changes

Last Year this program was: FY 2019: 15301A-19 Unit A - Property Crimes

In FY 2019 Unit A - Property Crimes and Unit B - Drugs were presented as stand alone program offers. In FY 2020 they are combined to a single program offer.

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Felony Trial Unit D prosecutes cases involving violent person crimes committed against non-related victims and survivors including aggravated murder and other criminal homicides, sexual assaults, kidnapping, weapon assaults and official misconduct. These cases involve some of the most serious or highest level offenders and some medium level offenders.

Program Summary

Because of the sensitive, personal and violent nature of the crimes prosecuted in Unit D attorneys have specialized training to assist survivors and victims cope with the trauma they have experienced and to ensure they have a voice in the criminal justice process. A victim advocate is assigned to each case in Unit D supporting the survivors and victims and working closely with the case prosecutor. Meetings with survivors and victims typically occur before the case is formally indicted and continue through case resolution. Survivors and victims have the opportunity to provide input at the various stages of case prosecution including pre-trial release considerations, settlement negotiations and sentencing hearings. This program works in close cooperation with federal, state and local law enforcement agencies to prosecute some of the most serious crimes that occur in Multnomah County. The program is a key partner in the East County Major Crimes Team which targets and responds to the most serious crimes in the East County communities. The program protects the public and holds offenders accountable through the prosecution of crimes involving aggravated murder, other types of homicide, aggravated assault, kidnap, rape and other sex crimes. In cooperation with a variety of law enforcement and other agencies, this program investigates and, when appropriate, prosecutes cases involving official misconduct of public officials. The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding high and medium level offenders accountable for committing serious person crimes or official misconduct. When appropriate, offenders are offered probation in lieu of presumptive prison sentences and receive mental health and addiction treatment under court supervision as an alternative to incarceration.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	41.4%	na/-	45%	45%
Outcome	Percentage of cases with a crime victim/sexual assault survivor	93.1%	na/-	95%	95%

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,350,849	\$0	\$1,553,564	\$0
Contractual Services	\$12,000	\$384,240	\$107,000	\$0
Materials & Supplies	\$20,200	\$6,836	\$26,100	\$0
Internal Services	\$5,896	\$0	\$0	\$0
Total GF/non-GF	\$1,388,945	\$391,076	\$1,686,664	\$0
Program Total:	\$1,780,021		\$1,686,664	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues

Intergovernmental	\$0	\$391,076	\$0	\$0
Total Revenue	\$0	\$391,076	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15304-19 Unit D - Violent Person Crimes

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Neighborhood Strategic Prosecution District Attorney Program works directly with citizens, advocates, community groups, neighborhood associations, business owners and associations and law enforcement agencies in communities throughout Multnomah County to identify and develop strategies to combat quality of life crimes and improve neighborhood livability. NDAs also prosecute felony and misdemeanor cases throughout the county.

Program Summary

This nationally recognized model program engages a variety of community, business and law enforcement partners in identifying crime issues and developing strategies within a community to combat quality of life crime in neighborhoods throughout Multnomah County. The Neighborhood prosecutors are strategically located at Central precinct and Gresham police and Tri-Met. Each Neighborhood Strategic Prosecution District Attorney is responsible for working with police, other government agencies, businesses and citizens to improve the quality of life in the areas they serve. This includes keeping police officers up to date on criminal law changes, making the criminal justice system user-friendly for responsible area businesses, marshaling prosecution resources to solve entrenched neighborhood problems, attending community meetings and providing legal tools for citizens and police to use to improve their quality of life, such as collaborating on partnership agreements, business trespass agreements, homeless issues, diversion programs, innovative gang interventions, focused prosecutions and involving citizens to obtain search warrants to close neighborhood drug houses.

Specialized prosecutors are contracted with Lloyd Business District and TriMet to prosecute crimes and solve crime problems specific to those entities. There is also one additional prosecutor in the North/Northeast area assigned to coordinate county-wide misdemeanor gang prosecutions and probation with the Portland Police and Multnomah County Circuit Court in an effort to have these emerging gang members mentored by area pastors and community leaders. In addition the program issues approximately one half of all misdemeanors processed by the office, including quality-of-life misdemeanors such as drinking, camping, graffiti, drugs and prostitution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases Issued	6,419	5,968	6,500	6,500
Outcome	Neighborhood DAs problem solving contacts: citizens, law enforcement, businesses, and neighborhood assocs.	23,750	22,081	24,000	24,000

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,177,894	\$841,198	\$971,886	\$979,880
Contractual Services	\$0	\$0	\$0	\$0
Materials & Supplies	\$17,020	\$0	\$11,700	\$0
Internal Services	\$5,195	\$41,146	\$0	\$34,999
Total GF/non-GF	\$1,200,109	\$882,344	\$983,586	\$1,014,879
Program Total:	\$2,082,453		\$1,998,465	
Program FTE	6.53	4.97	5.71	4.72

Program Revenues				
Intergovernmental	\$0	\$570,619	\$0	\$665,349
Other / Miscellaneous	\$70,000	\$311,725	\$25,000	\$334,530
Beginning Working Capital	\$0	\$0	\$0	\$15,000
Total Revenue	\$70,000	\$882,344	\$25,000	\$1,014,879

Explanation of Revenues

\$632,629 Justice Reinvestment Grant Program, Oregon Criminal Justice Commission, State
\$75,000 Neighborhood District Attorney Program, Agreement with Lloyd Enhance Services District (ESD), Local
\$259,530 Neighborhood District Attorney Program, Intergovernmental Agreement with Tri-County Metropolitan Transportation District of Oregon (TriMet), Local
\$25,000 Sex Buyers Accountability and Diversion (SBAD) Program, Intergovernmental Agreement with City of Portland, Local
\$47,720 W.E.B. DuBois Fellowship Program/Disrupting the Pathways to Gang Violence for Youth of Color Project, US Department of Justice/Office of Justice Programs/National Institute of Justice, Federal

Significant Program Changes

Last Year this program was: FY 2019: 15203-19 Neighborhood DA Program / MCJRP

Additional revenue is made available through a grant (W.E.B. DuBois Fellowship Program) managed by the Department of Community Justice (DCJ) that funds a part-time Data Research Intern.

Department: District Attorney

Program Contact: Paul Weatheroy

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The District Attorney's Chief Investigator provides leadership, policy direction, long and short range planning as well as daily operational oversight for Division IV. This Division is responsible for protecting victims of crime, which includes the most vulnerable persons in Multnomah County. The Chief Investigator is dedicated to public service and community outreach. The Chief Investigator creates and develops partnerships with local, state, federal law enforcement, other government and community organizations throughout the County. This division includes a staff of 8.5 investigators.

Program Summary

The Chief Investigator, Division IV, is a member of senior management with specific division level responsibilities. This position provides direct oversight for DA Investigators and the Victims Assistance Program, comprised 18 paid VAP members, plus approximately 40 Sexual Assault Volunteer Advocates (SAVA).

The Chief Investigator provides leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division which directly affects the lives and safety of children, teens, families, LGBT, homeless and other vulnerable populations that have been victims in Multnomah County. Division IV investigators perform duties which include conducting interviews, processing evidence, locating witnesses, and other critical tasks needed to support Deputy District Attorneys and to help them protect the community and hold defendants accountable.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of cases assigned a victim advocate	3,476	4,529	3,500	3,600
Outcome	Subpoenas Served	4,320	4,516	4,400	4,450
Outcome	Subpoenas Issued	4,482	4401	4,500	4550

Performance Measures Descriptions

85% of victims who completed surveys report that: The information provided by the VAP helped them to better understand the criminal justice process as it relates to their case. The information provided by the VAP helped them better understand their rights as a victim of crime. The services provided by the VAP helped them make informed decisions about their situation.

Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$180,011	\$0	\$201,912	\$0
Materials & Supplies	\$4,000	\$0	\$4,000	\$0
Internal Services	\$10,157	\$0	\$24,798	\$0
Total GF/non-GF	\$194,168	\$0	\$230,710	\$0
Program Total:	\$194,168		\$230,710	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15400-19 Division IV Administration

Program #15401 - Victims Assistance Program

6/19/2019

Department:	District Attorney	Program Contact:	Paul Weatheroy
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The victim advocate is a champion for the victim during various stages of the criminal justice process. The primary goal of the Victim Assistance Program and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime. It is the philosophy of the office that every effort be made to provide victims a meaningful role throughout the process and involvement at every stage of a criminal case, and assure the rights of crime victims by investigating the economic loss to victims and ensuring that losses are accurately presented in court.

Program Summary

Victim Advocates work directly with crime victims to explain the overall criminal justice system as well as how individual stages apply to their situation. Victim advocates act as a liaison between diverse stakeholders including law enforcement, attorneys, government and community agencies, and victims of crime. They translate highly complex and technical information about the criminal justice process in a trauma informed manner to best help victims. This includes the rights afforded to them under the Oregon constitution, safety planning, short-term crisis intervention, court accompaniment; coordinated advocacy and referrals to an array of services and resources and guiding victims through the prosecution process so that they can make informed decisions.

All named victims with defendants being prosecuted by the District Attorney's Office receive information about their rights as victims, an opportunity to submit information about their losses for restitution, and notification letters on the case status and disposition. MCDA provides an average of 30,000 victims' rights notifications each year.

The program also provides 24-hour on-call response to accompany victims and survivors of sexual assault to the hospital during law enforcement interviews and forensic medical examinations. We carry out this effort with a team of paid staff and over 40 volunteers. This immediate crisis intervention service provides critical information and resources to survivors of sexual assault during the early stages of investigation. This allows survivors to make the most informed choices throughout this difficult process. The immediate response is followed by ongoing support and advocacy throughout the investigation and prosecution of the case.

In addition to the above services, our program has been involved in establishing several other programs: U visa certification, Witness Intimidation Support Program, Sexual Assault Response Team, Untested Sexual Assault Kit Project, Multnomah County Justice Reinvestment Project, Human Trafficking Team and prosecution services at the Gateway Center for Domestic Violence Services.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	The number of cases assigned a victim advocate for the assistance of the crime victim	3,476	4,529	3,500	3,600
Outcome	Number of court appearances attended to support the victim	1,880	2,018	2,000	2,050

Performance Measures Descriptions

85% of victims who completed surveys report that: The information provided by the VAP helped them to better understand the criminal justice process as it relates to their case. The information provided by the VAP helped them better understand their rights as a victim of crime. The services provided by the VAP helped them make informed decisions about their situation.

Legal / Contractual Obligation

Article I Section 42 Oregon Constitution - Rights of Victims in criminal prosecutions and juvenile delinquency proceedings. ORS 147.405, ORS 147.410, ORS 147.417 - Victim to be notified of constitutional rights. ORS 147.22 - Disbursement of moneys to be used for comprehensive victim's assistance programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$758,710	\$1,030,567	\$535,078	\$1,112,382
Contractual Services	\$1,200	\$2,000	\$2,000	\$45,040
Materials & Supplies	\$21,800	\$10,123	\$26,100	\$4,595
Internal Services	\$7,755	\$152,008	\$0	\$201,680
Total GF/non-GF	\$789,465	\$1,194,698	\$563,178	\$1,363,697
Program Total:	\$1,984,163		\$1,926,875	
Program FTE	7.69	11.27	5.64	11.36

Program Revenues

Intergovernmental	\$0	\$1,187,575	\$0	\$1,362,412
Beginning Working Capital	\$0	\$7,123	\$0	\$1,285
Total Revenue	\$0	\$1,194,698	\$0	\$1,363,697

Explanation of Revenues

\$491,179 Criminal Fine Account (CFA) Grant, Oregon Department of Justice/Crime Victims' Services Division, State
\$871,233 Victims of Crime Act (VOCA) Grants, Oregon Department of Justice/Crime Victims' Services Division, Federal through State
\$1,285 Restitution ordered by the Court

Significant Program Changes

Last Year this program was: FY 2019: 15401-19 Victims Assistance Program

Department: District Attorney **Program Contact:** Paul Weatheroy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Investigations unit assists Deputy District Attorneys in the investigation of cases and performs other functions ancillary to court proceedings such as the service of subpoenas, preparation of court exhibits, interviewing witnesses, transporting victims and witnesses to court, and the gathering and protecting of evidence. Investigators are under the general supervision of the Chief Investigator and are directly employed by the District Attorney.

Program Summary

The Investigations unit is staffed by 1 Chief Investigator and 8.5 FTE experienced investigators. Investigators are utilized in the juvenile, support enforcement and trial divisions of the District Attorney's Office. Investigators works closely and in cooperation with federal, state and local law enforcement agencies and Deputy District Attorneys to provide investigation services for felony and misdemeanor cases. The program provides case specific evidence gathering and evaluation, location of witnesses, witness interviews and transport for testimony, court testimony, video redaction of 911 tapes and video evidence, background investigations and personal service of subpoenas that require witness court appearance. Investigations are a crucial and integral part of the prosecution of all criminal investigations.

The Investigations unit provides support in criminal prosecutions which directly affects the lives and safety of children, teens, families, LGBT, houseless and other vulnerable populations that have been victims in Multnomah County. Investigators perform all of the duties listed above and other critical tasks needed to support Deputy District Attorneys and help them protect the community and hold defendants accountable.

Furthermore, communities of color have historically been underserved in Multnomah county. We have assembled a diverse, gifted, caring and committed Investigative team, more reflective of the community we serve. Over 50% of our team includes people of color, and 2 fluent Spanish speakers.

Investigators are sometimes required to provide security for the District Attorney, deputy district attorneys, other court personnel, or witnesses who have been threatened by hostile subjects.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Subpoenas Issued	4,482	4,401	4,500	4,550
Outcome	Subpoenas Served	4,320	4,516	4,400	4,450

Performance Measures Descriptions

For additional MCDA Budget Information:
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$319,795	\$423,226	\$337,536	\$433,087
Materials & Supplies	\$20,300	\$0	\$25,750	\$0
Internal Services	\$59,254	\$35,086	\$49,329	\$31,269
Total GF/non-GF	\$399,349	\$458,312	\$412,615	\$464,356
Program Total:	\$857,661		\$876,971	
Program FTE	2.56	3.44	2.59	3.41

Program Revenues

Intergovernmental	\$0	\$458,312	\$0	\$464,356
Total Revenue	\$0	\$458,312	\$0	\$464,356

Explanation of Revenues

\$408,478 Investigations, Intergovernmental Agreement with City of Portland, Local
\$55,878 Investigations, Intergovernmental Agreement with City of Gresham, Local

Significant Program Changes

Last Year this program was: FY 2019: 15402-19 Investigations

The Chief Investigator is a member of the Multnomah County Threat Assessment Team, which is a multidisciplinary team, including professionals from local, state and federal law enforcement, mental health organizations and representatives from local universities and community colleges. MCTAT identifies and helps manage threats against organizations and members of our community.

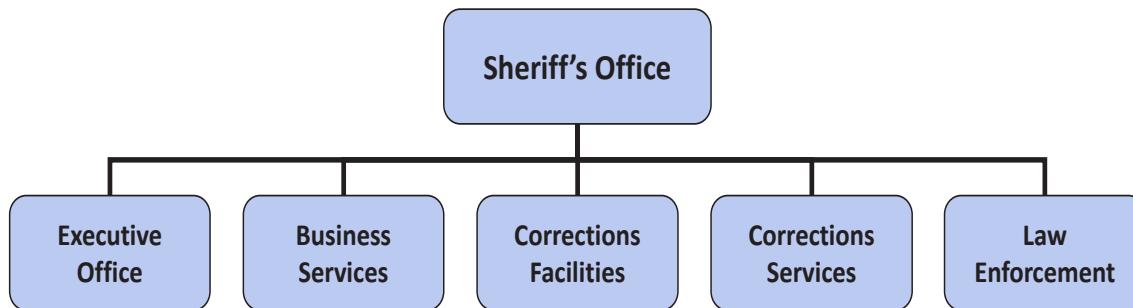
Department Overview

The Multnomah County Sheriff's Office (MCSO) is committed to providing exceptional service to the populations it serves, underscoring its values of dignity, respect, and fairness. Whether providing services to the public, responding to public safety calls for service, or managing the jail population, the community can expect professional and respectful service regardless of one's socio-economic status, religious beliefs, personal beliefs, race, ethnicity, gender identity, sexual orientation, or immigration status.

Under the management of the Law Enforcement Division, the community depends on well-trained deputies to keep its communities safe by vigilantly patrolling land and waterways, enforcing laws, conducting search and rescue operations, responding to all emergencies, investigating criminal offenses, working collaboratively with the community and other agencies, and through the management of a civil process. The Law Enforcement Division provides services to approximately 70,000 residents within unincorporated areas and contract cities, and more than three million visitors annually to the Columbia River Gorge. In FY 2020, MCSO's HOPE Team will continue its innovative and collaborative approach to working with residents, business owners, other agencies, social service organizations, and members of the homeless community.

The MCSO Corrections Divisions oversee the operations of two jails and all corrections programs operated within the system. The jail capacity is budgeted for 1,192 jail beds in FY 2020. MCSO will continue its collaboration with State Courts and system partners to provide incarcerated persons appropriate services and will continue to focus on mental health and substance abuse disorder services to ensure adequate assessments and treatment are provided as close to intake as possible. The goal is to provide specific medical assistance for improved patient outcomes, shortened jail stays, and programs that provide alternatives to traditional incarceration.

The Business Services Division will continue to support MCSO operations by managing innovative initiatives, providing accurate data, managing MCSO resources, and overseeing public programs.



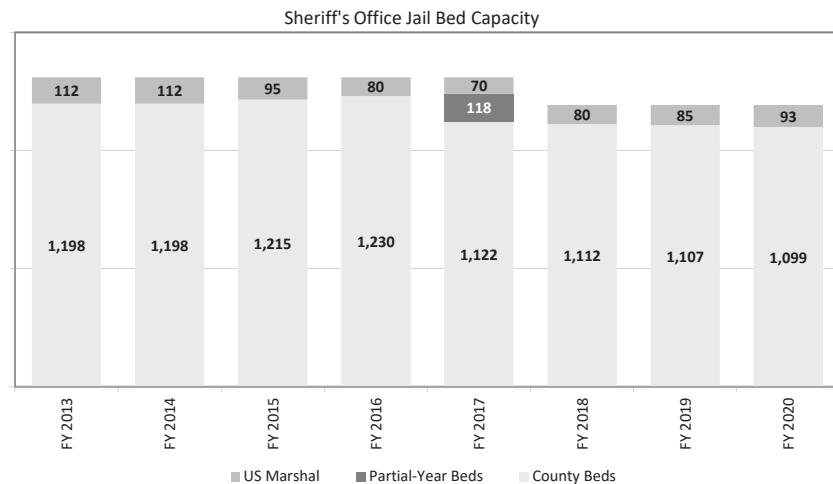
Budget Overview

The FY 2020 Sheriff's Office Adopted budget is \$159.2 million, a \$6.8 million (4.5%) increase from the FY 2019 budget. The General Fund accounts for 88.0% of the total budget, and General Fund expenses increased by \$6.7 million (5.0%). The increase is primarily due to higher internal services and personnel costs. Other Funds increased by \$100,231 (0.5%). The budgeted jail bed capacity has remained at 1,192 beds for FY 2020.

Significant changes include a net decrease of 7.50 FTE. A large portion of this decrease was in the Civil Process (60510A) program, which changed from 11.00 FTE to 8.00 FTE. In addition, 2.00 FTE facility security officers were reduced from the Facility Security-Courts (60415A) program.

The FY 2020 General Fund allocation includes \$636,076 for new ongoing programs: \$167,778 for the Workforce Equity Program Manager (60112); \$203,505 for In-Jail Human Trafficking (60521); and \$264,793 for the Homeless Outreach and Programs Engagement (HOPE) Team (60540). The HOPE team and In-Jail Human Trafficking programs were funded as one-time-only in FY 2019.

The budget includes \$424,826 one-time-only funding being carried over from FY 2019 for the MCDC Detention Electronics Program (60315). A full list of programs funded as one-time-only can be found on page 33 of the Budget Director's Message.



Budget Trends	FY 2018		FY 2019		FY 2020	
	<u>Actual</u>		<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	813.49		815.85	815.85	808.35	(7.50)
Personnel Services	\$117,508,718		\$121,739,879	\$121,088,240	\$126,723,571	\$5,635,331
Contractual Services	1,024,573		991,746	1,383,435	992,246	(391,189)
Materials & Supplies	6,834,109		8,556,059	9,188,997	8,782,329	(406,668)
Internal Services	18,713,466		19,642,979	19,854,169	21,745,202	1,891,033
Capital Outlay	575,146		609,095	897,085	998,970	101,885
Total Costs	\$144,656,012		\$151,539,758	\$152,411,926	\$159,242,318	\$6,830,392

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

Successes - Sheriff Michael Reese took command of MCSO in August 2016. His vision and noted leadership skills are grounded by 27 years of Oregon law enforcement experience, four and a half of those years as Chief of the Portland Police Bureau. His commitment to transparency, fairness, effective communication, collaboration, and sound stewardship of public resources serve as cornerstones of his philosophy. He redesigned MCSO's command structure by bifurcating the massive Corrections Division into two entities, Corrections Facilities Operations and Corrections Support Services. This split allowed for the creation of a second Chief Deputy which strengthened executive oversight and enhanced leadership of programs and personnel.

MCSO has implemented hiring strategies that have allowed for the Law Enforcement Division to achieve full staffing of Deputy Sheriffs in 2018. Two of the strategies that were employed were hiring Deputy Sheriffs from other agencies as lateral transfers, as well as establishing a roadmap for Corrections Deputies to become Deputy Sheriffs. Hiring has been more challenging for the Corrections Deputy position vacancies with fewer qualified candidates applying for entry level public safety jobs, which reflects a national trend. Despite the challenging hiring environment, MCSO is dedicating resources to creative recruitment strategies and is working aggressively to fill vacant positions in an effort to better serve the community, implement systems of accountability, and make MCSO more efficient by reducing overtime expenditures. The Sheriff continues to maintain employee training as one of his highest priorities, and as such has ensured that the Training Unit continues to develop new courses, expands online training, and upholds the mandated training standards that have been established.

Challenges - MCSO continues to operate the County's jail system in a climate of decreasing resources, decreased capacity, increased demands on the system for alternative treatments and programs, inflexible facilities, and a jail population that overall has higher needs and is incarcerated for more serious crimes. The justice system partners rely upon MCSO to be able to effectively triage, house, and treat adults that come into the County jails, and with the current and projected demands placed on the system, the Sheriff's Office is challenged by diminished resources.

Other external challenges facing MCSO include homelessness, mental illness, substance use including opioid addiction, and gun violence. MCSO's HOPE Team works collaboratively with community and governmental partners to combine resources to address homelessness issues in the County for a greater overall impact. The Sheriff's Office continues to work on strategies to address the issues of mental illness and substance use experienced by the adults who come into MCSO's custody. In addition, MCSO continues to work collaboratively with health system and community partners to develop programs that address the growing opioid crisis. Additionally, Sheriff Reese continues to lead an innovative public safety initiative targeting persons involved in gun violence and gun trafficking.

Diversity, Equity, and Inclusion

Multnomah County Sheriff's Office is committed to workplace diversity and equity and to maintaining the highest standards for ethical and professional behavior. MCSO, as an agency, is dedicated to integrate greater diversity into its hiring, promotional and staffing practices and to providing its employees with expanded opportunities for future professional growth. During FY 2019, MCSO promoted eight command and exempt-level managers, and thirteen supervisors. Of those employees promoted, 30% are people of color and 20% are women. MCSO will continue its commitment to diversity and supports Multnomah County-wide efforts in this regard (e.g. participate in the Office of Diversity and Equity's College-to-County employment experience). The Sheriff's Office remains dedicated to the core tenants of procedural justice, treating all persons with dignity, respect, and fairness, regardless of race, national origin, gender, age, religion, mental illness or physical disability, economic or any other status. MCSO upholds the organizational values of transparency, engaged leadership, professionalism, respect for those it serves, and protecting the constitutional rights for all. MCSO staff is dedicated to serve the diverse populations of Multnomah County and is focused on providing equitable and excellent services.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$5,976,697	\$0	\$5,976,697	31.00
Business Services	17,098,208	1,402,420	18,500,628	64.17
Corrections Facilities	66,296,918	11,291,367	77,588,285	402.40
Corrections Services	26,281,337	2,236,923	28,518,260	178.43
Law Enforcement	24,556,217	4,102,231	28,658,448	132.35
Total Sheriff's Office	\$140,209,377	\$19,032,941	\$159,242,318	808.35

Executive Office

The Office of the Sheriff is committed to providing the citizens of Multnomah County exceptional public safety services through a professional, well-trained and respectful workforce. The Sheriff and his executive team provide leadership, guidance, and direction to MCSO employees and work collaboratively with county, city, state, federal, and private partners to ensure Multnomah County is at the forefront of best practices in public safety service. The Office prioritizes business efficiencies, improved service levels, and cost savings, which, in turn, benefits the community, MCSO, Multnomah County Government, and our allied agencies.

The Sheriff has established four basic tenants which guide the Office in providing service to the community. These tenants are 1) a commitment to public safety, 2) earning and keeping community trust, 3) creating a positive work environment, and 4) ensuring sound fiscal stewardship at all levels within MCSO. The Sheriff is committed to transparency, cooperation, collaboration, and fairness in all aspects of Sheriff's Office operations and administration. He values and practices constructive dialogue with public and private partners on topics of concern; these discussions enable collaborative problem solving with stakeholders and ensure all parties are informed on matters of mutual interest. Additionally, the Sheriff is dedicated to community outreach, which includes soliciting public comment prior to enacting policy, resulting in establishing confidence, trust and support from the community.

Significant Changes

- Time & Attendance program offer 60111A moved from the Fiscal Unit to Human Resources as part of Workday implementation. One position was reduced in the Time & Attendance program offer to meet the budget constraint.
- A new Equity Program Manager has been added in program offer 60112. This position will guide MCSO's efforts with the County's Workforce Equity Strategic Plan and, as such, will serve as MCSO's liaison with the Countywide initiative partners, the EEOC office, community partners and MCSO members, as well as lead the MCSO Equity Committee. The position will be responsible for the development and implementation of the Sheriff's Office Workforce Equity Strategic Plan, help MCSO leadership team to identify and address structural and policy barriers, ensure that an equity lens is applied across all business processes, and support MCSO employees in understanding and enacting new behavioral and cultural expectations.

Business Services

In FY 2020 the Business Services Division (BSD) will oversee five administrative units that support MCSO Operations and the Sheriff's Executive Office. BSD will oversee fiscal stewardship, budget management, data analysis and utilization to inform organizational decision making, collaboration with Multnomah County and regional agency partners, accurate record keeping, integration of business and operational efficiencies, development of innovative technological solutions, appropriate resource allocation across the agency's work units, and the integration of standards and best practices in agency business processes. All BSD efforts will be geared toward ensuring that MCSO employees have the resources and support to optimally perform their work, and thereby be able to provide exceptional service to the public. BSD oversees the Fiscal Unit which is responsible for the professional management and utilization of all funds allocated to MCSO. Within the Planning and Research Unit, accurate data is collected, analyzed and reported upon to facilitate data-driven decision making. The Law Enforcement Support Unit documents, archives, and retrieves investigative information in support of an around-the-clock enforcement effort. The Criminal Justice Information System Unit provides innovative technology solutions to over 3,000 users across a wide range of platforms. The Training Unit prepares, delivers, and tracks training for all employees to ensure compliance and certification requirements are met as well as provides skills training and professional development training for the agency's sworn and civilian members.

Significant Changes

- The Time & Attendance program offer 60111A moved from the Fiscal Unit to Human Resources in the Executive Office as part of Workday implementation.

Corrections Facilities

The Corrections Facilities Division is comprised of 1,192 budgeted jail beds managed through two facilities; the Multnomah County Detention Center (MCDC), which is located in downtown Portland and includes booking and release operations, and the Multnomah County Inverness Jail (MCIJ) which is located on the east side of Portland. Additionally, this Division oversees the Corrections Records Unit which processes releases, transports, court orders, and approximately 31,000 new bookings annually.

The Corrections Facilities Division delivers professional, compassionate service, while encompassing safety and security, when providing care and supervision of adults in custody. The foundation of providing a safe environment for staff and adults in custody is the integration of a comprehensive intake process for arrestees, which involves Corrections Deputies, Multnomah County Corrections Health personnel, and various other staff members. The information obtained through this process guides decisions with respect to the most appropriate and least restrictive housing opportunities at MCDC or MCIJ. Additionally, this process allows for efficient coordination with community services to assist in facilitating a successful re-entry into the community.

Understanding that the corrections environment presents challenges, in part due to the increase in adults experiencing addiction and mental health crisis, it is essential that a robust, integrated system of support staff, program staff, and medical personnel exists to provide essential rehabilitation and transition services.

- The Corrections Facilities Division has been funded at the current service level of 402.40 FTE for the FY 2020 budget.

Significant Changes

Corrections Services

The Corrections Services Division includes specialized units focused on utilizing creative, efficient solutions to deliver quality, cost-effective service to the community. The Auxiliary Services Unit supports agency-wide operations by ensuring adequate supplies are received and distributed to multiple facilities, and provides commissary, laundry, and property storage services for adults in custody. The Facility Security Unit provides secure access and information services to citizens, employees, and the judiciary at several Multnomah County facilities. Utilizing an objective jail classification instrument, the Classification Unit determines appropriate housing for adults in custody to allow for maximum access to programs and services. The Programs Unit provides a variety of services to adults in custody, including access to education, mental health and substance use resources, and housing and employment services, which are designed to aid in a successful transition back into the community. The Close Street Supervision Unit is an intensive pre-trial supervision program that effectively manages individuals in the community while they are proceeding through the court process. The Court Services Unit provides a variety of public safety services including courtroom security, working with the judiciary to ensure adults in custody are present for court hearings, as well as managing the weekend turn-self in program. The Transport Unit ensures that adults in custody are transported to and from their court hearings, and when required, to other jurisdictions. The efficient collaboration of these units directly support the daily operations of the MCSO, as well as the overall public safety system.

Significant Changes

- Two facility security officers in program offer 60415A were reduced to meet the budgetary constraint.

Law Enforcement

The Law Enforcement (LE) Division provides 24/7 service to the community in both urban and rural settings, including public safety policing services to 53,000 residents in unincorporated Multnomah County and the cities of Wood Village, Maywood Park, Troutdale, and Fairview. The Patrol Unit responds to over 30,000 calls for service across more than 431 square miles of land and 110 miles of waterways in the County. Additionally, the LE Division provides safety and security to the more than three million visitors who travel to Multnomah County to enjoy national scenic and recreation areas. LE is the first responder to the remote and difficult-to-reach areas of the County, which include Oregon State Parks, the Columbia River Gorge, and the Sauvie Island Wildlife Area.

The LE Division provides countywide programs including East County Major Crimes Team, Domestic Violence/Gun Dispossession supervision, Multnomah County Justice Reinvestment Program enforcement and supervision, Homeless Outreach and Programs Engagement, East Metro Gang Enforcement Team, Special Investigations Narcotics Enforcement Team, Vehicle Crimes Team, SWAT and Rapid Response Team. Detectives are focused on Human Trafficking, Elder Abuse, Domestic Violence, Online Predators of Children, and Metro Parks Services. Additionally, LE provides Hazardous Materials Response, Clandestine Drug Lab Response, Community Resource Deputies, School Resource Officers in Reynolds and Corbett School Districts, River Patrol, Dive Team and Swift Water Rescue, and conducts county-wide Search and Rescue services as mandated by statute.

Significant Changes

- The Civil Process program offer 60510A reduced 3.00 FTE deputies to meet the budgetary constraint.
- The Intercept Detective (1.00 FTE) was reduced from the Detectives program offer 60520A to meet the budgetary constraint.
- The Gun Dispossession/VRO Detail program offer 60555 (1.00 FTE) was reduced to meet the budgetary constraint.
- The U-Visa Detective (60520B) funding was reduced to six months of one-time-only funding (0.50 FTE) by Board amendment to meet the budgetary constraint.
- The In-Jail Human Trafficking Sergeant program offer 60521 (1.00 FTE) has been restored with ongoing funds through a Board amendment.
- The Homeless Outreach and Programs Engagement (HOPE) Team program offer 60540 (2.00 FTE) has been restored with ongoing funding.

Sheriff's Office

fy2020 adopted budget

Sheriff's Office

The following table shows the programs that make up the Office's total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60100	Executive Office	\$1,574,296	\$0	\$1,574,296	6.00
60110	Human Resources	1,574,191	0	1,574,191	10.00
60111A	Time & Attendance Unit	520,645	0	520,645	4.00
60112	Workforce Equity Program Manager	167,778	0	167,778	1.00
60115	Communications Unit	510,248	0	510,248	3.00
60120	Professional Standards	1,629,539	0	1,629,539	7.00
Business Services Division					
60200	Business Services Admin	1,633,072	0	1,633,072	1.00
60205	Criminal Justice Information Systems	7,064,025	0	7,064,025	7.00
60210	Fiscal Unit	1,373,458	0	1,373,458	8.67
60220	Planning & Research Unit	662,787	0	662,787	4.00
60225	Enforcement Division Support	2,857,247	0	2,857,247	27.00
60230	Alarm Program	0	259,000	259,000	1.50
60235	Concealed Handgun Permits	3,045	1,064,450	1,067,495	4.00
60250	Training Unit	3,504,574	78,970	3,583,544	11.00
Corrections Facilities Division					
60300	Corrections Facilities Admin	899,238	0	899,238	2.00
60305A	Booking & Release	9,501,800	0	9,501,800	59.24
60305B	Gresham Temporary Hold	163,016	0	163,016	0.00
60310A	MCDC Core Jail & 4th Floor	15,952,635	0	15,952,635	62.72
60310B	MCDC 5th Floor	4,478,139	0	4,478,139	25.48
60310C	MCDC 6th Floor	2,304,673	0	2,304,673	14.04
60310D	MCDC 7th Floor	3,811,386	0	3,811,386	27.30
60310E	MCDC 8th Floor	2,186,918	0	2,186,918	16.38
60311	Clinic Escort Deputies	227,244	0	227,244	2.00
60315	MCDC Detention Electronics	424,826	0	424,826	0.00
60330A	MCIJ Dorms 10, 11 & 18	9,962,583	9,913,789	19,876,372	75.20
60330B	MCIJ Dorms 12 & 13	3,543,940	0	3,543,940	20.02

Sheriff's Office

fy2020 adopted budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Corrections Facilities Division cont.					
60330C	MCIJ Dorms 14 & 15	2,162,514	0	2,162,514	12.74
60330D	MCIJ Dorms 16 & 17	575,598	0	575,598	3.64
60330E	MCIJ Dorms 6 & 7	2,108,579	0	2,108,579	14.56
60330F	MCIJ East Control Center	1,009,699	0	1,009,699	7.28
60330G	MCIJ Dorm 8	740,586	0	740,586	5.46
60330H	MCIJ Dorm 9	512,567	0	512,567	3.64
60340	MCIJ Work Crews	1,436,158	1,217,707	2,653,865	12.40
60345	CERT/CNT	185,136	0	185,136	0.00
60350	HB3194 Justice Reinvestment - Escorts	0	159,871	159,871	1.30
60360	Corrections Support	4,109,683	0	4,109,683	37.00
Corrections Services Division					
60400	Corrections Services Division Admin	521,787	0	521,787	2.00
60405	Transport	3,305,232	0	3,305,232	16.00
60410A	Court Services - Courthouse	4,522,752	0	4,522,752	23.00
60410B	Court Services - Justice Center	1,187,657	0	1,187,657	7.00
60410C	Court Services - JJC	149,632	0	149,632	1.00
60410D	Turn Self In Program	272,585	0	272,585	2.00
60415A	Facility Security - Courts	1,262,896	780,445	2,043,341	14.60
60415B	Facility Security - Jails	2,518,882	0	2,518,882	22.50
60415C	Facility Security - Library	294,997	0	294,997	3.00
60415D	Facility Security - JJC	179,589	0	179,589	2.00
60415E	Domestic Violence Gateway One Stop	89,880	0	89,880	1.00
60420	Classification	3,558,623	0	3,558,623	20.00
60425	MCDC Behavioral Health Team	317,406	0	317,406	2.00
60430	Inmate Programs	2,970,909	0	2,970,909	22.50
60435	Volunteers	126,926	0	126,926	1.00
60440	HB3194 Justice Reinvestment - Program Administrator	0	165,818	165,818	1.00
60445A	Close Street	1,255,791	0	1,255,791	7.00
60450	Warehouse	1,082,248	0	1,082,248	6.60
60455	Property & Laundry	2,663,545	0	2,663,545	20.00
60460	Commissary & Inmate Welfare	0	1,290,660	1,290,660	4.23

Sheriff's Office

fy2020 adopted budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Law Enforcement Division					
60500	Enforcement Division Admin	756,227	0	756,227	2.00
60505	Patrol	14,275,843	285,375	14,561,218	61.75
60510A	Civil Process	1,504,888	0	1,504,888	8.00
60515A	River Patrol	2,039,543	784,870	2,824,413	12.50
60520A	Detectives and Elder Abuse	2,376,774	42,244	2,419,018	12.15
60520B	U-Visa Detective	78,982	0	78,982	0.50
60521	In-Jail Human Trafficking	203,505	0	203,505	1.00
60525	Special Investigations Unit	1,235,135	470,000	1,705,135	7.00
60530	TriMet Transit Police	0	1,189,142	1,189,142	7.00
60535A	School & Community Resource Officer Program	810,328	53,142	863,470	5.00
60535B	Community Resource Deputy - Corbett	157,964	0	157,964	1.00
60535C	Community Resource Deputy - Sauvie Island	147,535	0	147,535	1.00
60540	Homeless Outreach and Programs Engagement (HOPE) Team	264,793	0	264,793	2.00
60545	Gang Enforcement Deputy	40,590	515,086	555,676	3.00
60550	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,730	0	20,730	0.00
60560	HB3194 Justice Reinvestment - Enforcement Deputy	0	157,964	157,964	1.00
60565	Metro Unit	0	604,408	604,408	3.45
60570	Logistics Unit	643,380	0	643,380	4.00
	Total Sheriff's Office	\$140,209,377	\$19,032,941	\$159,242,318	808.35

Department: Sheriff
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Program Contact: Michael Reese
Program Offer Stage: As Adopted

Executive Summary

The Executive Office, led by the Sheriff, is committed to providing Multnomah County exceptional public safety, applying all available resources, and ensuring sound management practices and accountability for MCSO operations. The Sheriff works cooperatively and collaboratively with all county, city, state, federal, and private partners to achieve shared goals and implement innovative programs. Additionally, the Sheriff provides leadership, guidance and direction to MCSO members to impart the values of service to the community and a commitment to excellence.

Program Summary

The Sheriff and his Executive Team are dedicated to the philosophy of continuous improvement, accountability, transparency and service to the public. This is put in practice by collaboration with public and private partners, open communication, a diverse and respectful workplace, implementing operational best practices, and achieving business efficiencies through innovation. The collaborative, innovative work model engenders improved service to the community and efficiencies and cost savings for Multnomah County. The Sheriff promotes organizational transparency by including community and governmental partners in program and policy development, specifically ensuring a public review process for policy development.

The Sheriff's Office provides professional law enforcement services by employing data-driven decision making across the four MCSO Divisions; Law Enforcement, Corrections Facilities, Corrections Services, and Business Services. The Sheriff oversees the disbursement of all funds granted to MCSO. His careful oversight and stewardship of these funds is accomplished through the professional and highly-experienced Fiscal Unit. The Fiscal Unit advises the Sheriff regarding prudent resource management and budget oversight.

The Sheriff has strong partnerships with regional public officials which translate into mutual understanding, shared respect, and collective strategies for the public safety priorities that span jurisdictional lines. Additionally, the Sheriff maintains open lines of communication with Multnomah County Government Executives regarding the activities and direction of the MCSO. The Sheriff's Chief of Staff works directly with the Board of Commissioners and the staff of their Offices, is involved in the State of Oregon's Legislative process to ensure that MCSO has input and awareness of legislation impacting the County, and interfaces with the public on behalf of MCSO. The Sheriff's Communications Unit provides information to MCSO employees, the County Executives, and the public regarding activities within MCSO as well as public safety events and concerns that affect County residents and visitors.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Community Trust: Number of policies reviewed by stakeholders	17	20	15	15
Outcome	Community Trust: Number of communication mediums employed this year	6	6	6	6
Outcome	Fiscal Responsibility: Number of MCSO / County budget meetings this year	11	12	12	12
Outcome	Positive Work Environment: Number of MCSO Managers Meetings this year	12	12	12	12

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$971,937	\$0	\$1,002,834	\$0
Contractual Services	\$85,223	\$0	\$36,632	\$0
Materials & Supplies	\$141,233	\$0	\$144,765	\$0
Internal Services	\$406,155	\$0	\$390,065	\$0
Total GF/non-GF	\$1,604,548	\$0	\$1,574,296	\$0
Program Total:	\$1,604,548		\$1,574,296	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60100-19 Executive Office

Department: Sheriff

Program Contact: Jennifer Ott

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Sheriff's Office Human Resources perform the staffing and personnel functions for its approximately 800 positions and employees.

Program Summary

This program conducts staffing-related functions including: recruitment, position tracking, promotional assessment centers, interviews, fingerprinting, documentation, arrangements for psychological testing, hiring, photography and preparation of identification cards, records maintenance (including compliance with HIPAA rules regarding medical files), termination activities, conduct of labor-management interaction, affirmative action, leave administration including the Family Medical Leave Act, the Oregon Family Leave Act, military leave, Workers' Compensation and administrative leave. This program is essential to support all of the Sheriff's Office's staffing functions. The Sheriff's Office has three unions that represent its members, is a 24/7 workplace, conducts thorough and in-depth backgrounds of all employees and maintains a high level of staff security. These conditions require HR to function in a highly specialized environment.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed	720	800	789	800
Outcome	Percent of all applicants that are screened within two weeks of the closing day	100%	100%	100%	100%

Performance Measures Descriptions

HR strives to ensure that the increased number of applications is processed in a timely manner and ensuring employees' appropriate and applicable state and federally-protected coverage is applied. This comes in an environment of increased FMLA/OFLA usage and where HR also continues to address inappropriate sick time usage. The number of paid parental leave requests have increased substantially. Data are from SAP.

Legal / Contractual Obligation

Support for Sheriff's Mandates, including ORS Chapters 206 and 169. Family Medical Leave Act (FMLA) of 1994. Health Insurance Portability and Accountability Act (HIPAA) of 1996.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,365,920	\$0	\$1,413,991	\$0
Contractual Services	\$11,657	\$0	\$12,124	\$0
Materials & Supplies	\$27,413	\$0	\$28,099	\$0
Internal Services	\$105,052	\$0	\$119,977	\$0
Total GF/non-GF	\$1,510,042	\$0	\$1,574,191	\$0
Program Total:	\$1,510,042		\$1,574,191	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60110-19 Human Resources

Department: Sheriff

Program Contact: Jennifer Ott

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Time and Attendance Unit saves the County money by providing auditing, error correction and reporting to management. This ensures that agency staff are correctly paid as well as confirming policies, contract language, and work rules are being consistently followed. The Unit works with employees and management to resolve any payment discrepancies. This auditing function is critical to the Sheriff's Office as over 80% of the entire MCSO Budget is paid out through salaries and benefits.

Program Summary

The Time & Attendance Unit is responsible for the management of payment and leave information for over 800 Sheriff's Office employees. The Unit's tasks are magnified by undertaking the critical responsibility of accurately recording and reporting the time and attendance of employees working a wide variety of schedules, shifts, work classifications and changing assignments within a 24/7, 365-day environment. The Unit performs time audits before the payroll cycle is run to ensure all employees are accurately compensated for their work effort. This refined audit corrects potential discrepancies before they result in inaccurate compensation made to our employees.

The accurate and reliable management of employee time is an important element to the efficient use of public funds and is often an area susceptible to error in a 24/7 public safety operations environment. The Time & Attendance Unit is one component of the Sheriff's Office's system of time management accountability which includes appropriate levels of staffing; use of overtime; use of planned time off such as vacation, personal holidays, sick leave and comp time. The Unit works diligently to ensure each employee's payroll and leave numbers are always accurate. This efficiency translates into cost savings for the County by ensuring accuracy and accountability and supporting employee morale, in part, by providing MCSO members with accurate and reliable information related to their pay and leave on a timely basis.

During Fiscal Year 2019 the County has ceased to use SAP and implemented Workday as the new County Enterprise System (ERP), introducing an entirely new Human Capital Management (HCM) system, including time entry and approval requirements for the County, including the Sheriff's Office. Because the new ERP operational processes are still being discovered and developed, the future role of the Unit is currently under evaluation at the time this program offer is being submitted.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total time entry hours approved per year	1,878,709	1,900,000	1,920,035	1,900,000
Outcome	Percent of special checks issued due to time entry	28.6%	12.0%	15.4%	12.0%

Performance Measures Descriptions

"Percent of special checks issued due to time entry" is the number of special checks issued due to a time entry error (from the Payroll Supervisor) divided by the total number of special checks issued (from SAP). The anticipation of higher percentage of special checks is due to the incorrect pay that is being experienced by the ERP system implementation.

Legal / Contractual Obligation

Local 88 Contract; Multnomah County Deputy Sheriff's Contract; Multnomah County Corrections Deputy Association Contract; Multnomah County Personnel Rules; Federal Fair Labor Standards Act; Oregon BOLI laws

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$483,777	\$0	\$443,499	\$0
Materials & Supplies	\$14,531	\$0	\$14,895	\$0
Internal Services	\$58,657	\$0	\$62,251	\$0
Total GF/non-GF	\$556,965	\$0	\$520,645	\$0
Program Total:	\$556,965		\$520,645	
Program FTE	5.00	0.00	4.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60215-19 Time & Attendance Unit

Moved this Unit from Business Services Division to the Exec. Office Division in FY20.
Reduced 1.0 FTE to meet constraint for FY20.

Department:

Sheriff

Program Contact:
Jennifer Ott

Program Offer Type:

Innovative/New Program

Program Offer Stage:
As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The new Equity Manager position will further the equity efforts related to our internal processes and external services we provide. The position will lead MCSO Workforce Equity efforts and provide expertise in, and make improvements to, the agency's recruitment efforts, internal promotional processes, policy development, and communications and outreach strategies.

Program Summary

MCSO is dedicated to integrate greater diversity into our hiring, promotional and staffing practices and to providing our employees with expanded opportunities for future professional growth.

In an effort to embrace and effectively engage in the County's Workforce Equity Strategic Plan Initiative we are requesting budgetary support to hire an Equity Manager. This person will act as MCSO's liaison with the County-wide initiative partners, the EEOC office, community partners and our own membership as well as be responsible for leadership of the MCSO Equity Committee. This also includes the development and implementation of the Sheriff's Office Workforce Equity Strategic Plan, helping our leadership team identify and address structural and policy barriers, ensuring that an equity lens is applied across all business processes, and supporting MCSO employees in understanding and enacting new behavioral and cultural expectations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of County Workforce Equity Initiative Objectives addressed by MCSO Equity Committee	na/-	na/-	na/-	50%
Outcome	Number of recommendations from MCSO Equity Committee submitted to MCSO Leadership	na/-	na/-	na/-	12

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$167,778	\$0
Total GF/non-GF	\$0	\$0	\$167,778	\$0
Program Total:	\$0		\$167,778	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was:

Department: Sheriff **Program Contact:** Brandon White
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Communications Unit is the bridge that connects people in Multnomah County to the Sheriff's Office, universally engaging members, residents, communities, the intergovernmental arena and the media alike with timely and accurate information. The Communications Team works professionally and effectively with the media and furthers transparency by facilitating public records requests. The Unit is responsive to a large volume of requests, and a wide breadth of issues, associated regulations and the fast pace at which information flows.

Program Summary

The Sheriff's Office desires to proactively promote understanding among all audiences and tell the public safety story. In order to speak from a centralized and coordinated voice, the Communications Unit was created in FY 2018 utilizing existing Agency resources. In addition to a Public Information Officer (PIO), a Senior Development Analyst was assigned to the Unit and a Program Communications Specialist was hired. This Team of three dedicated members, along with back-up PIO's selected from MCSO's sworn-ranks, received communications training to best perform in this role. Policy 620.00 – Communications with the Media, was enacted to set expectations and inform the members of proper communications protocol.

The Communications Unit covers all aspects of Sheriff Office operations – corrections, law enforcement, and business services - and works with appropriate members throughout the Agency to craft comprehensive and strategic messaging. The Unit thinks creatively and works diligently to develop supporting media materials (e.g. photography, graphics, etc.), before threading together monthly campaigns. Standard communication means include press releases, articles, social media (Twitter, Facebook), website, podcasts and videos.

The Communications Unit is also responsible for facilitating the Agency's public presence. The Unit has organized events for the community, created presentations for the Board of Commissioner Meetings, and produced statements and op-eds for the Sheriff about community priorities.

Last, but not least, the Communications Unit is responsible for contributing to a positive and accountable work culture in MCSO. The Development Analyst creates and maintains a wide variety of development products for staff, with policy acknowledgement, web-based training, scheduling software, and confrontation management reporting are but a few examples.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Social media posts	na/-	1,500	1,667	1,700
Outcome	Multimedia/Application Development	na/-	55	57	55

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$477,157	\$0	\$480,122	\$0
Materials & Supplies	\$0	\$0	\$28,800	\$0
Internal Services	\$0	\$0	\$1,326	\$0
Total GF/non-GF	\$477,157	\$0	\$510,248	\$0
Program Total:	\$477,157		\$510,248	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60115-19 Communications Unit

Department: Sheriff

Program Contact: James Eriksen

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

MCSO is an agency whose sworn members are authorized by law to arrest and confine citizens against their will. Its sworn members are authorized under justifiable circumstances to take human life. With that enormous responsibility and potential liability, the public deserves assurance that the agency is conducting its mandated duties lawfully, efficiently, and in the most cost-effective manner possible. Professional Standards, operating independent of the chain-of-command and reporting directly to the Sheriff, an elected official in charge of the agency, ensures that accountability.

Program Summary

Professional Standards consists of the Inspections Unit, a Life Safety Specialist, Internal Affairs (IAU), Use of Force (UOF) Inspector and Prison Rape Elimination Act (PREA) Coordinator. These units provide continuous examination of MCSO's policies, operations and budget in the spirit of meeting accountability and transparency expectations while holding the Sheriff's Office to the highest industry standards and best practices.

Professional Standards ensures accountability through continual inspections and investigations of MCSO operations and personnel. The Inspections Unit makes recommendations for policies and procedures based on public safety industry standards and best practices through independent auditing. The unit inspects and audits all facets of MCSO operations including, correctional facilities, facilitates and monitors safety committees, conducts accident reviews, and provides Life Safety auditing and training to meet Occupational Safety and Health Administration (OSHA) standards compliance. The Internal Affairs Unit conducts independent investigations of allegations of employee misconduct to ensure the integrity of and confidence in MCSO employees. Each complaint is initially evaluated by a Pre-Investigative Assessment. IAU investigations are conducted in accordance with established due process requirements to ensure accountability of not only employees but the IAU process itself. The Use of Force Inspector conducts regular audits of Use of Force Reports, makes recommendations for use of force policies and procedures based on public safety industry best standards, and regularly reports Agency statistical information regarding use of force to ensure accountability and transparency. The PREA Coordinator ensures through continuous coordination and auditing of PREA policies and procedures that MCSO meets national standards.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total audits of Agency properties and assets, and total inquiries	96	90	94	92
Outcome	Number of processed complaints that required a full IAU investigation	29	40	28	38
Outcome	Percent of new sexual abuse allegations assessed within 48 hours to determine the need for a formal investigation	100%	100%	100%	100%
Output	Number of OSHA, Blood-borne Pathogen, Respirator Training classes	14	20	18	18

Performance Measures Descriptions

"Total internal audits" (34) include: narcotics case audits, weapons audits, weapons destruction processing, program unit audits, property audits, safety inspections, and quality control audits. "Total inquiries" (63) include threat assessments, problem people, daily calls for public assistance and MCSO requests for assistance. "Number of processed complaints" are those that may result in formal discipline (from IAU databases). Sexual abuse allegations assessed and OSHA classes are new performance measures.

Legal / Contractual Obligation

Labor contracts: Deputy Sheriff's Assn.: Article 19 Local 88: Article 17 Mult. Cty. Corr. Deputies Assn: Article 18, MCSO Agency manual

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,303,138	\$0	\$1,396,544	\$0
Contractual Services	\$22,440	\$0	\$23,338	\$0
Materials & Supplies	\$83,552	\$0	\$85,643	\$0
Internal Services	\$113,414	\$0	\$124,014	\$0
Total GF/non-GF	\$1,522,544	\$0	\$1,629,539	\$0
Program Total:	\$1,522,544		\$1,629,539	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60120-19 Professional Standards

Department: Sheriff

Program Contact: Kezia Wanner

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Business Services Division (BSD) oversees five professional units, each supportive of MCSO Law Enforcement, Corrections, and the Office of the Sheriff. BSD prioritizes budget formulation, data-driven decision making, executive liaison and collaboration within Multnomah County Government and allied agencies, accurate record keeping, business efficiencies, technological solutions and well supplied and resourced operational, support and administrative units. All of the efforts of the Division are focused on providing exceptional service to visitors and residents of Multnomah County.

Program Summary

The BSD mission includes the primary objective of providing exceptional support across MCSO's divisions and to the Sheriff, as well as to Multnomah County Government, the public, and partner agencies. The Division oversees the Fiscal Unit which is responsible for the professional stewardship of all funds allocated to MCSO. This is accomplished through management oversight of business processes, proper business controls in place, and collaboration with our partner County departments. The Planning and Research Unit collects, analyzes, and reports key data that enables agency data-driven decision making. Planning and Research work closely with allied state and regional agencies to develop data resources that informs the operational decisions of MCSO Law Enforcement, Corrections, and Administration. The Law Enforcement Records Unit archives and retrieves investigative information in support of a 24/7 enforcement effort throughout the year. Additionally, BSD manages the Burglary Alarms Program and the Concealed Handgun License Programs. The Criminal Justice Information System (CJIS) Unit provides IT support for MCSO, specifically supporting technology solutions for over 3,000 users across a wide range of platforms. The Training Unit develops and delivers training to ensure compliance and certification requirements are met, as well as provides skills and professional development training for MCSO's sworn and civilian employees.

The Division manages the MCSO Community Budget Advisory Committee (CBAC) through regularly-scheduled business meetings, is an MCSO point of contact for the Local Public Safety Coordinating Council (LPSCC), and is a point of contact for regional, state and federal allies supportive of collaborative public safety programs and approaches. BSD focuses on developing partnerships and innovative opportunities with other agencies and organizations in order to maximize the benefit to the public we serve. The Division works closely with the Sheriff on agency-wide initiatives, vision, and direction, to ensure that MCSO operations and administration perform in concert with the Sheriff's priorities and are consistent with the values of Multnomah County government.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Performance Measures Met within Division	87%	90%	87%	90%
Outcome	MCSO Employee Wellness Program Goals Underway	na/-	na/-	na/-	5

Performance Measures Descriptions

MCSO Employee Wellness Goals is a new performance measure.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$362,459	\$0	\$372,694	\$0
Contractual Services	\$112,724	\$0	\$13,233	\$0
Materials & Supplies	\$1,206,901	\$0	\$1,123,638	\$0
Internal Services	\$21,688	\$0	\$123,507	\$0
Total GF/non-GF	\$1,703,772	\$0	\$1,633,072	\$0
Program Total:	\$1,703,772		\$1,633,072	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Other / Miscellaneous	\$1,154,779	\$0	\$1,359,535	\$0
Total Revenue	\$1,154,779	\$0	\$1,359,535	\$0

Explanation of Revenues

General Fund:

\$1,359,535 - Departmental Indirect Revenue

Significant Program ChangesLast Year this program was: FY 2019: 60200-19 Business Services Admin

Department: Sheriff

Program Contact: Andrew Potter

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

MCSO's Criminal Justice Information Systems (CJIS) Unit strives to provide the highest quality, most reliable, and cost effective Information Technology (IT) services to MCSO users. The Unit supports all components within the Sheriffs Office such that all employees are positioned to provide exemplary service within their respective areas of operation, all supportive of a safe livable community. The CJIS Unit focuses on providing over 3,000 users the best technology solutions, accurate information, and timely responses which consistently facilitate correct data-driven decision making.

Program Summary

The MCSO CJIS Unit supports all aspects of IT for the Sheriff's Office, including but not limited to PCs, laptops, smart phones, servers (both physical and virtual), printers, directory services (including email, authentication and security), a secure virtual privacy network (VPN), mobile computer systems in the MCSO fleet and a number of CJIS and non-CJIS applications. The MCSO currently supports upwards of 3,000 users, between the internal users and partner agency users, all needing access to the Sheriffs' Warrants and Information System (SWIS), ImageWare Systems (IWS) [mugshot system] and other MCSO supported shared applications. The CJIS Unit works closely with Justice partner agencies to provide their users access to MCSO applications. The Unit supports external partners' access and authentication to MCSO CJIS applications as well as public access to MCSO data via MCSO's website. MCSO's CJIS is a partner with Multnomah County District Attorney IT, Multnomah County IT, and Regional Justice Information Network (RegJIN) all working collaboratively to benefit MCSO's agencies and customers. The Unit supports 725 desktop / laptop PCs, 275 smartphones, 150 network printers, 100 servers, both virtual and physical, and over 3,000 users between MCSO staff, volunteers and external partners needing access to MCSO CJIS Applications and IT Systems. The Unit conducts thorough assessments of technology needs and recommends useful and cost-effective upgrades and/or solutions based on identified need. Given its need to be available and ensure sustainability of its service, MCSO CJIS operates a Helpdesk which serves all users as quickly and efficiently as possible to ensure continuity of operations. Additionally, the CJIS Unit supports the technology and applications that allow staff to manage MCSO's inmate population, from tablets used for language interpretation to data sharing for inmate phone and kiosk systems.

The CJIS Unit supports PREA and other IT security-related policies and procedures to ensure compliance with mandated requirements. The CJIS Unit also hosts FBI audits for agency CJIS compliance and develops implementation plans for the audit recommendations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of work orders completed	3,310	4,000	3,498	3,500
Outcome	Average time to complete work orders (hours)	75	80	80	80

Performance Measures Descriptions

Note: some work orders take several days or weeks to complete, while others are completed within a few minutes. How long projects are tracked was modified which resulted in reducing time and the total number of tickets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,269,434	\$0	\$1,362,311	\$0
Contractual Services	\$20,859	\$0	\$21,693	\$0
Materials & Supplies	\$410,623	\$0	\$613,397	\$0
Internal Services	\$4,658,436	\$0	\$5,066,624	\$0
Total GF/non-GF	\$6,359,352	\$0	\$7,064,025	\$0
Program Total:	\$6,359,352		\$7,064,025	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues

Service Charges	\$8,440	\$0	\$8,440	\$0
Total Revenue	\$8,440	\$0	\$8,440	\$0

Explanation of Revenues

General Fund:

\$7,200 - Requests for Arrest Reports

\$1,240 - Crime Capture Reports - PPB & Gresham

Significant Program ChangesLast Year this program was: FY 2019: 60205-19 Criminal Justice Information Systems

Department: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Wanda Yantis
Program Offer Stage: As Adopted

Executive Summary

The MCSO Fiscal Unit provides comprehensive financial services to the Multnomah County Sheriff's Office in support of the agency's public safety operations and also has responsibility for the Sheriff's Office procurement function. The Sheriff's Office has over a \$150 million dollar annual budget which is funded from a variety of sources including County general fund; State and Federal grants, intergovernmental agreements; service fees; and through policing service agreements with local jurisdictions.

Program Summary

The Fiscal Unit gathers financial data, enters and processes transactions through the County financial system, conducts analysis, and reports financial information to the management team so that strategic operational decisions can be made. The Fiscal Unit makes certain that funds are available for running the agency's operating programs and documents their use by providing key financial services including: budget development, modification and monitoring; fiscal projections; accounts receivable and payable; the Inmate Accounting System; contract development and monitoring; grant accounting; travel and training processing; as well as monitoring County internal service reimbursements.

The Fiscal Unit has added the Procurement function for the Sheriff's Office in October of 2018. The procurement staff strives to acquire goods and services utilizing sound fiscal practices to ensure the best value from responsible vendors, which translates into cost savings for the MCSO and the County. Staff work cooperatively with County Central Purchasing throughout the year as needed, ensuring taxpayer dollars are spent consistent with best practices and that appropriate amounts of goods are readily available.

The Fiscal Unit provides crucial monthly financial reports to management and information for the County's annual audit. Oregon budget law, County financial policies, County administrative procedures and internal controls are implemented and administered by the Fiscal Unit. The Fiscal Unit works with the Planning & Research Unit and the Executive Office in providing information to the public.

During Fiscal Year 2019 the County changed from SAP to Workday as the County Enterprise System, which has modified and streamlined many financial processes and procedures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of payments over 60 days	6.5%	8.0%	5.9%	8.0%
Outcome	Number of accounts payable payments made	3,473	4,000	3,774	4,000

Performance Measures Descriptions

County policy is to have payments made within 30 days of invoice, the data is from SAP on actual payment date versus invoice date. The Outcome measure of payments made reflects the volume of checks processed by the unit with the outcome of vendors paid.

Legal / Contractual Obligation

Assist in the contract development and procurement process as well as provide accounting and time information reports on contracts, grants and IGA's for the Sheriff's Office.
ORS Chapter 294 — County and Municipal Financial Administration
ORS 206.020 Keeping records of and disposition of fees.
ORS 294.085 Examining books and papers of county officers.
ORS 297.515 County audits include judicial and law enforcement agencies and officers

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,158,419	\$0	\$1,268,346	\$0
Materials & Supplies	\$14,981	\$0	\$16,355	\$0
Internal Services	\$70,899	\$0	\$88,757	\$0
Total GF/non-GF	\$1,244,299	\$0	\$1,373,458	\$0
Program Total:	\$1,244,299		\$1,373,458	
Program FTE	8.67	0.00	8.67	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60210-19 Fiscal Unit

Moved 1.67 FTE from PO 60450 (Warehouse Unit) to this program offer.

Department: Sheriff

Program Contact: Jon Harms Mahlandt

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Planning and Research Unit provides critical research and data analysis to inform Sheriff's Office policy decisions, budgetary development, and operational effectiveness. The unit provides insight to support Sheriff's Office programs through its expertise in areas such as data collection, program and policy evaluation, and cost-benefit analysis. The work of the Planning and Research Unit helps ensure the Sheriff's Office, local public safety partners, and the public are kept well-informed.

Program Summary

The Planning and Research Unit makes it possible for the Sheriff's Office to make data-driven, evidence-based decisions. Products created by this unit allow for better-informed policy decisions, facilitate performance measurement, and provide data-driven insight into jail and law enforcement operations. Planning and Research staff participate in work groups with other analysts throughout the public safety continuum, enabling the Sheriff's Office to leverage the most appropriate data and resources and resulting in a more informative product for use by local public safety decision-makers. The breadth of work accomplished by the Planning and Research Unit is vast, and includes on-going projects include reporting monthly jail statistics, providing law enforcement with reliable crime statistics and analysis, and evaluating new MCSO operational efforts.

Additionally, the Planning and Research Unit provides critical support to agency operations through the development of data collection tools. The unit's ability to create and expand upon in-house data collection and analysis tools is important if the Sheriff's Office is to continue its data-driven, evidence-based philosophy of decision-making while staying on the leading edge of corrections and law enforcement innovation.

Finally, the Planning and Research Unit is highly effective at driving critical, time sensitive analyses in support of diverse operational and administrative needs, both internally and externally. Accurate analyses and reporting provided by the Unit result in cost-saving outcomes for the Sheriff's Office and, by extension, Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Internal data requests (within MCSO)	na/-	na/-	na/-	130
Outcome	Percent of total requests completed on time	na/-	na/-	na/-	95%
Output	External data requests	na/-	na/-	na/-	35

Performance Measures Descriptions

These are three new performance measures. Data from the newly developed internal P&R Unit Request Tracking System. In addition to outside entities, external requests include requests from MCSO PIO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$561,330	\$0	\$607,059	\$0
Materials & Supplies	\$6,215	\$0	\$6,370	\$0
Internal Services	\$45,176	\$0	\$49,358	\$0
Total GF/non-GF	\$612,721	\$0	\$662,787	\$0
Program Total:	\$612,721		\$662,787	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60220-19 Planning & Research Unit

Department:

Sheriff

Program Contact: Francis Cop

Program Offer Type:

Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Enforcement Support Unit plays an integral part in the success of the Law Enforcement Division. The Unit supports enforcement efforts through its Enforcement Records, Civil Support, and Word Processing components. Each component ensures that the activities of the Law Enforcement Division are documented, recorded, and processed such that gleaned information is properly managed and retrievable consistent with governing provisions.

Program Summary

Within the Enforcement Support Unit, Enforcement Records operates 24/7, throughout the year and receives, processes and maintains law enforcement, warrant, and protective order records for the County and is often the first point of contact for the public, other agencies, and other law enforcement personnel. Accurate and timely processing of requests is critical to the overall success of enforcement operations and has a direct effect on timely arrests, detention of prisoners and public and police officer safety.

Civil Support ensures that the service of court papers and enforcement of court orders such as small claims, divorce papers, subpoenas, child support, restraining orders and eviction papers are dealt with in timely manner and accurately recorded. Civil Support also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork.

Word Processing Unit is responsible for preparing accurate and well formatted reports, archiving documentation, and supporting Enforcement Command Staff and investigations. Their responsibilities are critical to the success of enforcement and investigative efforts and supportive of prosecution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of warrants received and entered	17,080	21,000	21,000	21,000
Outcome	Number of protective orders received and entered	2,933	3,000	3,000	3,000
Output	Number of law enforcement records entered	11,263	15,000	15,000	15,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	17,540	17,000	18,000	18,000

Performance Measures Descriptions

Data generated from monthly reports which are compiled from daily tally sheets. "Warrants entered" is verified by a SWIS report. The report numbers issued performance measure is generated out of ReJIN.

Legal / Contractual Obligation

ORS 206.010 General duties of sheriff. (3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law. (4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law. (4) Support the record requirements of the cities with police services contracts through the Multnomah County Sheriff's Office. These cities include Maywood Park, Troutdale, Fairview and Wood Village. (5) Record validation is required monthly by the Oregon State Police and the FBI.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,639,848	\$0	\$2,711,656	\$0
Contractual Services	\$13,450	\$0	\$13,988	\$0
Materials & Supplies	\$75,860	\$0	\$77,757	\$0
Internal Services	\$44,795	\$0	\$53,846	\$0
Total GF/non-GF	\$2,773,953	\$0	\$2,857,247	\$0
Program Total:	\$2,773,953		\$2,857,247	
Program FTE	28.00	0.00	27.00	0.00

Program Revenues				
Fees, Permits & Charges	\$20,000	\$0	\$16,000	\$0
Other / Miscellaneous	\$22,000	\$0	\$50,000	\$0
Total Revenue	\$42,000	\$0	\$66,000	\$0

Explanation of Revenues

General Fund:

\$16,000 - Tow Fees

\$50,000 - Report Requests

This amount is based on what was received during the first 6 months of FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 60225-19 Enforcement Division Support

Moved 1.0 FTE from this program offer to Program Offer 60235 (Concealed Handgun Unit).

Department:	Sheriff	Program Contact:	Francis Cop
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The citizens of Oregon have designated certain activities be regulated supportive of a safe and livable community. One of these activities is the MCSO's Alarm Program which administers and manages the reporting of legitimate and false alarms. False alarms are subject to penalties in an effort of reduce their number and unnecessary responses by law enforcement. The Program presently manages approximately 6,800 alarm customers.

Program Summary

Within the Law Enforcement Support Unit, the Alarms program issues burglary and robbery alarm permits, both for residential and business customers. Currently, approximately 6,800 alarm customers are being managed within Alarms. Within Alarms, a False Alarm Reduction Program is run which tracks burglary and robbery alarms in unincorporated Multnomah County and through collaborative contracts with east Multnomah County cities.

Effective Alarm-use management increases the probability that law enforcement responds to valid alarms. Additionally reduction of false alarms conserves scarce public safety resources by reducing the time that law enforcement officers have to respond to reported false alarms. The program includes penalties for the reporting of false alarms which motivates alarm customers to properly maintain their equipment and exercise sound alarm-use practices. False alarm response is an inefficient use of time and resources and presents potential safety concerns for innocent citizens and law enforcement as a result of an armed response. The efficient use and management of properly-working alarms provides increased security for the community, a reduction in criminal offenses, more effective law enforcement, and cost savings for the County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of alarm events	825	2,900	4,900	2,900
Outcome	Number of false alarms dispatches completed	1,295	1,900	2,200	1,900
Output	Number of new alarm permits issued	1,110	800	1,000	1,000
Output	Number of existing alarm permits renewed	4,819	6,400	5,500	6,400

Performance Measures Descriptions

The performance measures for the Alarms Unit are all generated out of CryWolf. Due to staff shortages for the 2nd half of FY18 and first quarter of FY19, the numbers do not correctly reflect what work was received but rather what was processed. There is currently a backlog of work that has been carried over and will be reflected in the FY19 Actual.

Legal / Contractual Obligation

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Fairview, Troutdale, Wood Village and Maywood Park.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$134,178	\$0	\$129,469
Contractual Services	\$0	\$121,785	\$0	\$97,358
Materials & Supplies	\$0	\$2,624	\$0	\$2,624
Internal Services	\$0	\$28,413	\$0	\$29,549
Total GF/non-GF	\$0	\$287,000	\$0	\$259,000
Program Total:	\$287,000		\$259,000	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Fees, Permits & Charges	\$0	\$167,000	\$0	\$154,000
Other / Miscellaneous	\$0	\$80,000	\$0	\$65,000
Beginning Working Capital	\$0	\$40,000	\$0	\$40,000
Total Revenue	\$0	\$287,000	\$0	\$259,000

Explanation of Revenues

Special Ops Fund:

\$40,000 - Carry-over from Fiscal Year 2019

\$14,000 - Alarms Late Fees

\$140,000 - Alarms Permits

\$65,000 - False Alarms Fines

Significant Program Changes

Last Year this program was: FY 2019: 60230-19 Alarm Program

Program #60235 - Concealed Handgun Permits

6/20/2019

Department:

Sheriff

Program Contact:
 Francis Cop

Program Offer Type:

Existing Operating Program

Program Offer Stage:
 As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The citizens of Oregon have designated certain activities are subject to regulation in order to facilitate a safe and livable community. MCSO's Concealed Handgun Unit equitably administers this program and provides all Multnomah County residents and others in Oregon & Washington who meet the qualifications set forth by Oregon Revised Statutes (ORS) the opportunity to apply and receive concealed carry licenses.

Program Summary

The Concealed Handgun Unit administers and manages all aspects of applying for and the issuance of concealed carry licenses. The Unit is responsible for investigating applicants and issuing concealed handgun licenses to those who meet the legal standards set by the ORS. The Unit monitors existing licenses and, when necessary, revokes licenses for reason consistent with the law. The Concealed Handgun Unit processes renewal notifications on a monthly basis and responds to questions from the public regarding the application process and other concealed carry-related issues. A secondary function of the Concealed Handgun Unit is the issuance of Expedited Court Access ID cards. These ID Cards are issued as a courtesy to people who regularly need access to the Multnomah County Courthouse for reasons of their employment. Eligibility for Court ID cards is reviewed and tracked in an existing system for issuing cards and tracking card expiration dates. The existing system was designed to be standalone and have a long term software life, saving cost by obviating the need to purchase additional software for this function.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	New/renew concealed handgun permit applications	7,006	8,600	8,200	8,300
Outcome	New/transfer/renewal concealed handgun permits issued	8,233	8,500	8,400	8,500
Outcome	New denials and valid concealed handgun permits revoked	219	225	225	225
Output	Number of Courthouse ID's issued	769	1,100	1,000	1,000

Performance Measures Descriptions

Performance Measures for the CHL Unit are mostly generated out of the PERMITS system which is the licensing computer system. New Applications received are hand tallied on a calendar.

Legal / Contractual Obligation

Concealed Handgun licensing is mandated by ORS 166.291-297.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$420,129	\$0	\$522,058
Contractual Services	\$0	\$194,242	\$0	\$43,991
Materials & Supplies	\$1,308	\$251,420	\$1,341	\$78,640
Internal Services	\$0	\$76,359	\$1,704	\$95,114
Capital Outlay	\$0	\$60,000	\$0	\$324,647
Total GF/non-GF	\$1,308	\$1,002,150	\$3,045	\$1,064,450
Program Total:	\$1,003,458		\$1,067,495	
Program FTE	0.00	3.00	0.00	4.00

Program Revenues

Fees, Permits & Charges	\$0	\$436,890	\$0	\$375,350
Beginning Working Capital	\$0	\$560,000	\$0	\$585,000
Service Charges	\$99,350	\$5,260	\$78,880	\$104,100
Total Revenue	\$99,350	\$1,002,150	\$78,880	\$1,064,450

Explanation of Revenues

General Fund:

\$78,880 - Facility Access ID Badges

Special Ops Fund:

\$585,000 - Carry-over from Fiscal Year 2019

\$2,240 - OLCC Fees

\$373,110 - Concealed Handgun Licenses

\$104,100 - In-Person Handgun Safety Classes and On-line Handgun Safety Course

Significant Program Changes

Last Year this program was: FY 2019: 60235-19 Concealed Handgun Permits

This program will begin offering On-line Handgun Safety Courses for Oregon and Washington residents. This will add \$100,000 in new revenue to this program. With this new revenue, 1.0 Office Assistant Senior position is moving from the General Fund budget to this Dedicated Fund budget.

Department: Sheriff **Program Contact:** Denise Diamond
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Training Unit provides training for Law Enforcement, Corrections and Civilian staff that is consistent with statutory and policy requirements to meet community and agency expectations. Training Staff work tirelessly to ensure the delivery of up-to-date curricula, supportive of employee responsibilities and training mandates. Preparing lesson plans, obtaining training venues, scheduling classes, identifying instructors, delivering training, recording and tracking of classes and assessing the effectiveness of training are all responsibilities of the Training Unit.

Program Summary

The Multnomah County Sheriff's Office Training Unit is responsible for providing training to sworn Law Enforcement and Corrections Deputies to ensure they are well equipped to address community needs and meet certification standards set by the State of Oregon. The Oregon Department of Public Safety Standards and Training (DPSST) and the Oregon Jail Standards set the training requirements and recommendations for the respective public safety personnel to ensure the continued training of all deputies across the state. The Training Unit identifies necessary training, develops curricula in both in-person and online formats, identifies training venues, schedules qualified instructors, maintains class schedules, and delivers training. The Training Unit further records all training delivered and reports the effort back to the State of Oregon. This process ensures that each public safety employee is on track and current for meeting their mandated certification.

The Training Unit prepares a yearly plan that is approved by agency leadership which serves to drive training and inform the agency of upcoming training iterations. The training plan is designed to include mandatory courses of instruction supportive of certification as well as classes which will assist employees with ongoing challenges facing public safety and the community, including policy updates, governing provisions, recognized best practices and skills training that enhances daily performance. Classes are created, prepared, scheduled and delivered to current employees to augment their knowledge and abilities in the proper format including in-person lecture and discussion, hands on scenario and skills training and the MCSO 101 Online Training System. Orientation Training is provided to all new employees. Law Enforcement and Corrections Deputies receive three weeks of instruction including classroom and proficiency training.

The Training Unit's Fiscal 2020 training plan is under development and will include the following areas: PREA, Case Law and Policy Updates, Mental Health and Communications, and Incident Command. Mandatory training necessary for State certification will include Firearms Training, Use of Force, Ethics, CPR/First Aid, OSHA and Leadership for supervisors.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Student classroom training hours	19,344	19,986	17,267	18,242
Outcome	Student online training hours	5,208	5,630	7,413	7,485

Performance Measures Descriptions

New performance measures for FY20 to measure online and classroom training hours. Data from the MCSO Online Training System. Estimates and FY20 Offer based on 650 students receiving training. Training plans may vary from year to year.

Legal / Contractual Obligation

Basic certification requirement for law enforcement and corrections - Oregon Administrative Rule 259-008-0025 (1)
Certification requirements for enforcement and corrections supervisors - OAR 259-008-0025 (5) Certification requirements
for enforcement and corrections middle managers - OAR 259-008-0025 (6) Law Enforcement members must maintain a
certain number and type of training hours under maintenance standards for police; the same standards are now
recommended for corrections officers - OAR 259-008-0065 (2) (a, b)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,780,866	\$4,508	\$2,934,651	\$70,421
Materials & Supplies	\$361,966	\$0	\$371,015	\$0
Internal Services	\$201,026	\$492	\$198,908	\$8,549
Total GF/non-GF	\$3,343,858	\$5,000	\$3,504,574	\$78,970
Program Total:	\$3,348,858		\$3,583,544	
Program FTE	11.00	0.00	10.50	0.50

Program Revenues

Service Charges	\$0	\$5,000	\$0	\$78,970
Total Revenue	\$0	\$5,000	\$0	\$78,970

Explanation of Revenues

\$78,970 - Reimbursement for use of Training Facility

Significant Program Changes

Last Year this program was: FY 2019: 60250-19 Training Unit

In FY20, additional training will be conducted for other inter-governmental agencies which will generate additional revenue. Due to the additional revenue, .5 FTE position will be moved from the General Fund to this Dedicated Fund.

Department: Sheriff

Program Contact: Derrick Peterson

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Corrections Division facilities administration provides administrative leadership and strategic direction to the Sheriff's Office Corrections Division. The Division administration turns Sheriff's policies and directives into the Corrections program offers that support the citizens of Multnomah County by providing safe and considerate processing of arrestees and constitutionally sound supervision of adults in custody and sentenced offenders.

Program Summary

The Corrections Division provides correctional supervision and services within the Sheriff's Office. The Division's priorities are to enhance public safety by ensuring jail system capacity is maintained and properly supervised, and to collaborate with the Department of Community Justice and other criminal justice partners to create an effective corrections continuum.

The programs operated by the Corrections Division support the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide opportunities for treatment and provide rehabilitation resources and pro-social cognitive training.

Division Directors are responsible for policy development, the assignment of resources and oversight for all Division functions. They provide effective supervision, coordination and management to the Divisions by working with the operational managers and the Executive Office to ensure cost-effective and culturally competent programs for Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent performance measurements met in Division	91%	95%	86%	93%
Outcome	Number of new hires in Corrections Division	38	43	40	42

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin. New hires data from HR.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$452,717	\$0	\$486,258	\$0
Contractual Services	\$280,500	\$0	\$291,720	\$0
Materials & Supplies	\$60,809	\$0	\$62,329	\$0
Internal Services	\$24,270	\$0	\$58,931	\$0
Total GF/non-GF	\$818,296	\$0	\$899,238	\$0
Program Total:	\$818,296		\$899,238	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues

Other / Miscellaneous	\$1,000	\$0	\$600	\$0
Service Charges	\$300	\$0	\$150	\$0
Total Revenue	\$1,300	\$0	\$750	\$0

Explanation of Revenues

General Fund:

\$150 - Marriage Fees & Room and Board

\$600 - Restitution Fines

Significant Program ChangesLast Year this program was: FY 2019: 60300-19 Corrections Facilities Admin

Department:

Sheriff

Program Contact: Jeffery Wheeler

Program Offer Type:

Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Booking is the process by which persons subject to arrest enter the criminal justice system. The MCSO Booking Facility serves all Law Enforcement agencies in the county; safely and efficiently admitting and releasing arrestees, and readying them for transfer to both MCSO facilities and outside agencies. The Booking Facility has 18 beds that are included in the jail system bed count.

Program Summary

Booking is located in the basement of the Multnomah County Detention Center. Every person arrested in the County is processed through the MCSO Booking Facility. Highly trained staff process these people to safely admit them to the criminal justice system. The booking process includes thorough checks for identity and for possible additional warrants.

Booking works collaboratively with Corrections Health who provide medical screening and care to those arrested. A registered nurse from Corrections Health sees each person to identify and isolate individuals who appear potentially contagious, seriously ill, injured or dangerous, thus protecting the health and safety of the person, the staff, and the community. Also, as part of the booking process, the Recog Unit interviews all defendants with a pending local charge.

Release, located on the second floor of MCDC, is the office through which every arrestee and inmate who is released from custody must pass to return to the community.

The Sheriff is under statutory obligation to maintain the jail system. Booking and release act as the "Enter" and "Exit" doors to this system, providing a process allowing arrestees to be positively identified, medically screened and treated, assigned court dates relative to their local charges and released or transferred to MCSO jail facilities or scheduled for transport to outside agencies. Corrections Health is the only health care available inside the jail.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of standard and in transit bookings processed	30,497	29,400	30,948	31,000
Outcome	Number of releases processed to MCDC	30,076	29,000	30,522	31,000

Performance Measures Descriptions

The number of bookings processed and the number of releases processed to MCDC are distinct measures. Booking is a program that processes arrestees into the corrections system. The booking process includes search, identification, corrections health and state recog as well as property storage. Booking is a process and not a program per se. Release is a function that supports booking as well as the entire system. Programs may be associated with release as to placement and transition back into the community.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under those same laws, local detention facility managers are mandated to operate safe and humane facilities. The right to health care in jail is legally mandated under Federal and state law. When an individual is arrested and incarcerated, the obligation for health care falls upon the government as a matter of constitutional law, enforceable under the U.S. Constitution's 8th Amendment and the 14th Amendment's due process clause.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$8,773,762	\$0	\$9,223,846	\$0
Materials & Supplies	\$286,174	\$0	\$277,954	\$0
Total GF/non-GF	\$9,059,936	\$0	\$9,501,800	\$0
Program Total:	\$9,059,936		\$9,501,800	
Program FTE	59.24	0.00	59.24	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60305A-19 Booking & Release

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Gresham Temporary Holding (GTH) operation, located at the Gresham Police Department, is designed to reduce transportation time and cost by allowing officers with arrestees to transfer custody to the Sheriff's Office in Gresham, rather than at the Sheriff's main booking facility in downtown Portland. The cost to operate Gresham Temporary Hold facility is much less than the cost of patrol resources lost by transporting arrestee's to the downtown Portland booking facility.

Program Summary

Booking is the process by which the suspected offender on the street becomes the arrestee in custody. Gresham Temporary Holding serves all Law Enforcement agencies in East Multnomah county, safely and efficiently admitting and readying arrestees for transfer to the Sheriff's booking facility at the Multnomah County Detention Center. Arrestees are screened for appropriate charges and medical concerns, and if found suitable for temporary holding, are admitted into Sheriff's Office custody. The arrestee is then searched, arrestee property is receipted and the arrestee awaits transport to the Detention Center downtown.

GTH saves time for patrol, allowing them to maximize resources, livability, and the feeling of safety for all east Multnomah County residents.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of inmates accepted	1,124	1,300	948	1,100
Outcome	% inmates accepted successfully transported to MCDC	100%	100%	100%	100%

Performance Measures Descriptions

It is estimated that for each inmate accepted at Gresham Temp Holding two hours of officer time is saved. GTH data come from the monthly GTH report.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$149,652	\$0	\$163,016	\$0
Total GF/non-GF	\$149,652	\$0	\$163,016	\$0
Program Total:	\$149,652		\$163,016	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Service Charges	\$72,783	\$0	\$75,694	\$0
Total Revenue	\$72,783	\$0	\$75,694	\$0

Explanation of Revenues

General Fund:

\$75,694 - Gresham PD's portion of Gresham Temp Hold services. Increased by CPI of 4% from last fiscal year's amount.

Significant Program Changes

Last Year this program was: FY 2019: 60305B-19 Gresham Temporary Hold

Department: Sheriff

Program Contact: Jeffery Wheeler

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of jail beds at the Multnomah County Detention Center. This includes beds for pretrial inmates and sentenced offenders requiring maximum security, as well as those with medical and psychological needs. MCDC, the only maximum-security facility operated by MCSO, supports local public safety and offender treatment systems. Option A opens 46 beds on the 4th floor and 18 beds in reception as well as establishing the necessary infrastructure for MCDC.

Program Summary

The 448 maximum-security detention beds at MCDC are offered to support public safety and offender treatment systems by providing safe and humane pretrial or sentenced offender space. The facility includes services such as family and professional visiting, medical, video conferencing, counseling, law library, and religious/educational services to all those detained.

This offer includes the Administration and Support for the facility, jail services such as medical and transport, and resources for the operation of 46 beds. Ten beds serve those with special medical needs, 16 beds are for administrative segregation, 10 beds are mental health services, 18 beds are used in reception and 10 beds are for disciplinary use. This offer captures functions needed to open the jail.

The Sheriff's Office has statutory authority to maintain capacity population levels. In the event of a population emergency, arrestees may be forced released into the community. This offering, in conjunction with the MCIJ offering, will reduce the potential for emergency releases. Operational budget figures are derived from staffing and essential service functions mandated in safe and humane corrections standards.

The program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults MCDC	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop... " from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$10,271,819	\$0	\$10,800,614	\$0
Contractual Services	\$7,863	\$0	\$8,178	\$0
Materials & Supplies	\$770,203	\$0	\$698,925	\$0
Internal Services	\$4,149,634	\$0	\$4,444,918	\$0
Total GF/non-GF	\$15,199,519	\$0	\$15,952,635	\$0
Program Total:	\$15,199,519		\$15,952,635	
Program FTE	62.72	0.00	62.72	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310A-19 MCDC Core Jail & 4th Floor

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 5th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 5th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 5A and 5D modules have 32 individual cells each while the 5B and 5C modules have 16 each. The total floor capacity for the 5th floor is 96 cells.

Working with partners in Programs, Corrections Health and mental health, various services are provided for the inmate population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally, the safety of those incarcerated is paramount to staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 5th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,956,993	\$0	\$4,155,955	\$0
Contractual Services	\$3,932	\$0	\$4,089	\$0
Materials & Supplies	\$317,468	\$0	\$289,530	\$0
Internal Services	\$32,136	\$0	\$28,565	\$0
Total GF/non-GF	\$4,310,529	\$0	\$4,478,139	\$0
Program Total:	\$4,310,529		\$4,478,139	
Program FTE	25.48	0.00	25.48	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310B-19 MCDC 5th Floor

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 6th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 6th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 6A and 6D modules have 32 individual cells each while the 6B and 6C modules have 16 each. The total floor capacity for the 6th floor is 96 cells.

Working with partners in Programs, Corrections Health and Mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 6th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults MCDC	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop... " from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,018,342	\$0	\$2,035,840	\$0
Contractual Services	\$1,966	\$0	\$2,045	\$0
Materials & Supplies	\$234,685	\$0	\$240,553	\$0
Internal Services	\$29,443	\$0	\$26,235	\$0
Total GF/non-GF	\$2,284,436	\$0	\$2,304,673	\$0
Program Total:	\$2,284,436		\$2,304,673	
Program FTE	14.04	0.00	14.04	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310C-19 MCDC 6th Floor

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 7th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 7th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 7A and 7D modules have 32 individual cells each while the 7B and 7C modules have 16 each. The total floor capacity for the 7th floor is 96 cells.

Working with partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 7th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults MCDC	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop... " from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,402,834	\$0	\$3,644,774	\$0
Contractual Services	\$1,966	\$0	\$2,045	\$0
Materials & Supplies	\$133,142	\$0	\$136,471	\$0
Internal Services	\$31,594	\$0	\$28,096	\$0
Total GF/non-GF	\$3,569,536	\$0	\$3,811,386	\$0
Program Total:	\$3,569,536		\$3,811,386	
Program FTE	27.30	0.00	27.30	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310D-19 MCDC 7th Floor

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 8th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 8th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 8A and 8D modules have 32 individual cells each while the 8B and 8C modules have 16 each. The total floor capacity for the 8th floor is 96 cells.

Working with partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 8th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults MCDC	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop... " from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,948,190	\$0	\$2,111,893	\$0
Materials & Supplies	\$69,108	\$0	\$70,835	\$0
Internal Services	\$4,844	\$0	\$4,190	\$0
Total GF/non-GF	\$2,022,142	\$0	\$2,186,918	\$0
Program Total:	\$2,022,142		\$2,186,918	
Program FTE	16.38	0.00	16.38	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310E-19 MCDC 8th Floor

Department: Sheriff

Program Contact: Jeffery Wheeler

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

MCSO will support Corrections Health by increasing its Clinic Escort Deputy Staff by one thus creating a swing shift clinic at MCIJ and MCDC. This will significantly increase inmate access to mental health clinicians, physicians, nurse practitioners, and physician assistants. Moreover, the length of appointments and quality of care will be enhanced by extending hours of clinician availability. This increase of 1.82 FTE for Corrections Deputy staffing will have significant positive outcomes for both MCSO and Corrections Health.

Program Summary

Corrections Health currently operates clinics within MCDC and MCIJ. Currently, clinics are operated during the day shift, Monday through Friday. This schedule often does not allow for the ease of movement of inmates seeking medical or mental health appointments due to staffing short falls. Other aspects of jail operations which require the presence of an Escort Deputy such as court appearance movements, off-site for work crew projects, kitchen work crews, attorney visits, social services visits and other necessary tasks often limits staffing. These multiple demands on Escorts at times limit the ability to move inmates for medical/mental health appointments due to the lack of Escort Deputy availability.

MCSO has assessed, through collaboration with Corrections Health, the need for increased access to medical/mental health appointments. As such, the dedication of one additional Clinic Escort Deputy for expanded hours on swing shift at MCDC and MCIJ will allow medical/mental health appointments to be made much more frequently thus significantly increasing access for inmates to these critical services. A further expected positive outcome of this improvement is the shortening of jail stays, lessening of the use of force events, increased therapeutic assessments, fewer injuries to inmates and staff, potential release from custody, and an increased placement of inmates in the appropriate venues such as LEAD, Unity Center, Hospital, etc.

The upstaffing of the Clinic Escort Deputy position allows for the safe and secure management of the inmate population requiring Clinic services and creates a safe and secure working environment for Corrections Health Staff. The expansion of the presence of the Clinic Escort Deputy will significantly enhance an inmate's ability to attend medical/mental health appointments and will increase access for clinicians to better serve the inmate population.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of nursing assessments/visits on evening shift at MCDC	1,260	na/-	876	950
Outcome	Number of nursing assessments / visits on evening shift at MCIJ	2,807	na/-	2,000	2,200

Performance Measures Descriptions

Performance measure changed from "...assessments/visits per month" to total for the year

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$296,955	\$0	\$227,244	\$0
Total GF/non-GF	\$296,955	\$0	\$227,244	\$0
Program Total:	\$296,955		\$227,244	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60311-19 Clinic Escort Deputies

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 78221
Program Characteristics: One-Time-Only Request

Executive Summary

The Detention Electronics Program Offer will update the electronic systems in the Jail including the intercom; the video surveillance; touchscreen; access control; and administrative phone systems. This companion program offer to the Detention Electronics Capital Project provides escort services to the contractors while performing the work in the jail on the new systems.

Program Summary

This program offer provides for the required escort staffing to allow the contractors to be able to work in the jail facility. Escorts are necessary to provide for a safe environment, account for the tools and equipment as well as ensure work areas are free of hazards at the end of the workday.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Project remains on schedule (1 = Pass, 0 = Fail)	1	1	1	1
Outcome	Project stays within budget (1 = Pass, 0 = Fail)	1	1	1	1

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$390,000	\$0	\$424,826	\$0
Total GF/non-GF	\$390,000	\$0	\$424,826	\$0
Program Total:	\$390,000		\$424,826	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Beginning Working Capital	\$0	\$0	\$424,826	\$0
Total Revenue	\$0	\$0	\$424,826	\$0

Explanation of Revenues

Beginning working capital, in the amount of \$424,826 - this project was slated for fiscal year 2019, but was re-scheduled to take place in fiscal year 2020.

Significant Program Changes

Last Year this program was: FY 2019: 60315-19 MCDC Detention Electronics

Department:	Sheriff	Program Contact:	Steven Alexander
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

This program offer is for the operation of 166 beds at MCIJ. This is the base offer of 11 scalable levels (design capacity for MCIJ is 1037 beds). The MCIJ dorms are used to appropriately place inmates in the corrections system to ensure a safe, efficient operation of the jail network. Open dorm housing is structured to fit the needs of inmates who do not require special conditions for confinement, while maintaining safe and appropriate separations. MCIJ housing is based on a sound objective classification system.

Program Summary

The Inverness Jail is a medium security, direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Program activities include counseling, education, and mental health services to facilitate offender's successful transition back to the community and work opportunities for sentenced offenders.

Offer A opens 166 beds, with 156 general housing beds and 10 medical beds. Operations, Administration, Support and Jail Services, such as clinic, kitchen, and transport, are included in Offer A. Corrections deputies from MCIJ also supervise pretrial inmates and sentenced offenders under medical care at hospitals.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

Dorm 10 is designated as a 78 bed inmate mixed classification treatment readiness dorm. The program moved into this dorm as it allows for additional group programming activities to occur in the dorm, and is still in close proximity to other available program rooms. The larger dorm also allows more inmates to participate. This program is part of the justice reinvestment initiative providing intensive programming to carefully screened, eligible inmates with the expectation of lowering the overall recidivism rate.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal. Medical, mental health and dental services are provided to male and female general housing. This offer includes a 10 bed infirmary for acute medical care. Medical response to emergencies is provided on a 24/7 basis.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,979,218	\$8,915,517	\$4,228,221	\$8,841,327
Contractual Services	\$12,492	\$0	\$12,992	\$0
Materials & Supplies	\$1,144,182	\$2,868	\$1,066,880	\$0
Internal Services	\$4,261,684	\$973,575	\$4,642,309	\$1,072,462
Capital Outlay	\$11,884	\$0	\$12,181	\$0
Total GF/non-GF	\$9,409,460	\$9,891,960	\$9,962,583	\$9,913,789
Program Total:	\$19,301,420		\$19,876,372	
Program FTE	20.20	55.00	20.20	55.00

Program Revenues

Intergovernmental	\$0	\$9,891,960	\$0	\$9,913,789
Service Charges	\$4,265,994	\$0	\$5,120,560	\$0
Total Revenue	\$4,265,994	\$9,891,960	\$5,120,560	\$9,913,789

Explanation of Revenues

General Fund:

\$4,752,300 - US Marshal for 93 Beds (Per County Budget Office) X \$140 (anticipated increase) X 365 Days
 \$58,876 - BOP (Based on collecting \$19,625 in first 4 months of FY 2019)
 \$309,384 - M73 Inmate Beds (Based on collecting \$77,346 in the first quarter X 4 in FY 2019)

Fed/State Fund:

\$9,469,833 - Senate Bill 1145 State Funding (Unknown amount - Funding anticipated at the same level as FY19's budget)
 \$44,950 - Start Court M57 State Funding (Unknown amount - Funding at Current Service Level)
 \$399,006 - DOC M57 State Funding (Unknown amount - Funding at Current Service Level)

Significant Program Changes

Last Year this program was: FY 2019: 60330A-19 MCIJ Dorms 10, 11 & 18

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 150 beds at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

Program Summary

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

In accordance with state statute the Sheriff is required to maintain local detention facility(s). Oregon statutes mandate the operations of safe and humane detention facilities, which require sufficient staff to perform functions involving security, control, custody and supervision of all confined. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,259,817	\$0	\$3,349,996	\$0
Contractual Services	\$3,512	\$0	\$3,652	\$0
Materials & Supplies	\$193,390	\$0	\$182,850	\$0
Internal Services	\$7,141	\$0	\$7,442	\$0
Total GF/non-GF	\$3,463,860	\$0	\$3,543,940	\$0
Program Total:	\$3,463,860		\$3,543,940	
Program FTE	20.02	0.00	20.02	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330B-19 MCIJ Dorms 12 & 13

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 138 beds at the MCIJ.

These single cell dorms house inmates who create the potential for compromising safety and security. These dorm are more restrictive environments with enhanced security, as part of the objective classification system.

Program Summary

This offer operates two dorms: one dorm is for 73 single cells and a second dorm for 65 beds. The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,793,677	\$0	\$1,987,159	\$0
Contractual Services	\$2,235	\$0	\$2,324	\$0
Materials & Supplies	\$177,210	\$0	\$166,265	\$0
Internal Services	\$6,492	\$0	\$6,766	\$0
Total GF/non-GF	\$1,979,614	\$0	\$2,162,514	\$0
Program Total:	\$1,979,614		\$2,162,514	
Program FTE	12.74	0.00	12.74	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330C-19 MCIJ Dorms 14 & 15

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 54 beds at MCIJ.

This offer provides for two single cell disciplinary dorms at MCIJ, one for male and one for female housing. Disciplinary housing options are essential to the maintaining facility order, population management and re-engineering behavior for pretrial inmates and sentenced offenders at MCIJ.

Program Summary

This offer funds two disciplinary dorms at Inverness. The male disciplinary dorm houses 31 offenders and the female disciplinary dorm houses 23 offenders.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$491,013	\$0	\$522,572	\$0
Contractual Services	\$639	\$0	\$665	\$0
Materials & Supplies	\$64,764	\$0	\$51,008	\$0
Internal Services	\$1,298	\$0	\$1,353	\$0
Total GF/non-GF	\$557,714	\$0	\$575,598	\$0
Program Total:	\$557,714		\$575,598	
Program FTE	3.64	0.00	3.64	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330D-19 MCIJ Dorms 16 & 17

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 118 beds at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

Program Summary

This offer funds two dorms at Inverness jail. All 118 beds are general housing. Also funded in this offer are jail administration, support, and operations staff.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,862,927	\$0	\$1,986,841	\$0
Contractual Services	\$2,554	\$0	\$2,656	\$0
Materials & Supplies	\$125,898	\$0	\$113,671	\$0
Internal Services	\$5,192	\$0	\$5,411	\$0
Total GF/non-GF	\$1,996,571	\$0	\$2,108,579	\$0
Program Total:	\$1,996,571		\$2,108,579	
Program FTE	14.56	0.00	14.56	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330E-19 MCIJ Dorms 6 & 7

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for operating the east control center and a graveyard escort at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

Program Summary

This offer funds the east control center which operates the east section of the Inverness Jail and the Kitchen operations.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$942,962	\$0	\$990,831	\$0
Contractual Services	\$2,554	\$0	\$2,656	\$0
Materials & Supplies	\$10,537	\$0	\$10,801	\$0
Internal Services	\$5,192	\$0	\$5,411	\$0
Total GF/non-GF	\$961,245	\$0	\$1,009,699	\$0
Program Total:	\$961,245		\$1,009,699	
Program FTE	7.28	0.00	7.28	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330F-19 MCIJ East Control Center

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 59 beds at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

Program Summary

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

This year Dorm 8 was designated as protective custody (PC) dormitory housing. PC inmates eligible for open dorm housing now have the opportunity to move from MCDC to MCIJ when appropriate. This move has allowed PC inmates more access to programming opportunities and increased walk periods as part of least restrictive housing goals for those incarcerated. This move increased flexibility for administration of single cell housing at MCDC for management of their maximum security population.

Funding for Dorm 8 supports the role of public safety and the operations of the MCIJ. Funding for MCIJ and MCDC aid the Sheriff in managing the incarcerated population and reduces the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$647,937	\$0	\$682,140	\$0
Contractual Services	\$798	\$0	\$830	\$0
Materials & Supplies	\$54,561	\$0	\$55,925	\$0
Internal Services	\$1,623	\$0	\$1,691	\$0
Total GF/non-GF	\$704,919	\$0	\$740,586	\$0
Program Total:	\$704,919		\$740,586	
Program FTE	5.46	0.00	5.46	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330G-19 MCIJ Dorm 8

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 59 beds at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

Program Summary

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

Dorm 9 currently operates as the MCIJ outside workers dorm housing 59 inmates suitable for work positions outside of the secure confines of the jail. Outside work crews serve in the community assisting county municipalities and other agencies with landscaping and neighborhood livability efforts. Inmates learn job and life skills while spending time giving back to their community as they serve their sentence.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$431,355	\$0	\$454,125	\$0
Contractual Services	\$798	\$0	\$830	\$0
Materials & Supplies	\$54,557	\$0	\$55,921	\$0
Internal Services	\$1,623	\$0	\$1,691	\$0
Total GF/non-GF	\$488,333	\$0	\$512,567	\$0
Program Total:	\$488,333		\$512,567	
Program FTE	3.64	0.00	3.64	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60330H-19 MCIJ Dorm 9

Department: Sheriff **Program Contact:** Daniel Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Sheriff's Office Inmate Work Crew provides opportunities for sentenced offenders to learn general labor and social responsibility while fostering a work ethic that aids in their reintegration into the community. Sentenced offenders who successfully complete this program receive a sense of self-worth. This is accomplished while meeting the publics' needs at a reduced cost to the taxpayers by freeing up jail beds in the form of reduced sentences for participating offenders.

Program Summary

Each crew is typically composed of 5-7 offenders supervised by a Corrections Deputy. Offenders are expected to be ready to work each morning, take directions, and work as part of a team. This program provides instruction on the proper use and maintenance of general landscaping tools and what type of personal protective equipment is necessary to safely complete the job. Offenders who successfully complete this program can be released early if it is part of the court order at time of sentencing. The early release of these minimum custody offenders gives the Sheriff another tool to effectively manage jail populations ensuring pretrial inmates who are dangerous offenders are not released prematurely into the community due to jail system overcrowding.

Community service work is generally project-oriented. Most of these services are performed for agencies and non-profits that serve the homeless and other at-risk groups within the community. Crews have participated in community events such as Friends of the Library, Sand in the City, March of Dimes March for Babies, Polar Plunge, and Race for the Cure to name a few. Work Crews help in the set up and removal of tents, chairs and activity areas used during these events. The donated time and labor of work crews supply an invaluable resource to ensure these events are successful. In addition, work crews offer an emergency labor force during natural or man-made disasters (i.e., sandbagging, removal of downed trees).

The majority of contracts are with Multnomah County, Oregon Department of Transportation, City of Portland and Metro Regional Government. Other agencies include the cities of Gresham, Troutdale, Fairview and Wood Village. Public contracted work normally consists of roadside, bridgehead and park maintenance, landscaping and a concentrated effort on cleaning up illegal dumpsites.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Inmate escapes	2	0	0	0
Outcome	Number of contract hours	135,200	137,500	135,500	135,500
Output	Number of community service hours	7,900	8,300	7,900	7,900
Output	Percent of inmates who were recaptured (100% is no escapes)	100%	100%	100%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Work Crews contract with METRO, Multnomah County and other governments.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,061,315	\$869,839	\$988,697	\$1,085,881
Contractual Services	\$6,091	\$0	\$6,335	\$0
Materials & Supplies	\$158,309	\$0	\$162,266	\$0
Internal Services	\$170,253	\$94,986	\$278,860	\$131,826
Total GF/non-GF	\$1,395,968	\$964,825	\$1,436,158	\$1,217,707
Program Total:	\$2,360,793		\$2,653,865	
Program FTE	6.50	5.90	5.50	6.90

Program Revenues

Other / Miscellaneous	\$0	\$287,320	\$0	\$304,645
Service Charges	\$0	\$677,505	\$0	\$913,062
Total Revenue	\$0	\$964,825	\$0	\$1,217,707

Explanation of Revenues

Special Ops Fund:

\$913,062 - Contracts with other Intergovernmental Agencies (ODOT, City of Portland, Metro, Other Cities)

\$304,645 - Reimbursements from Road Fund, Bridge Maint, Facilities Mgmt W/C Svcs (6.03% Personnel COLA increase from previous year)

Significant Program Changes

Last Year this program was: FY 2019: 60340-19 MCIJ Work Crews

Moved 1.0 FTE from General Fund Work Crew to Dedicated Fund Work Crew due to additional Revenues from Intergovernmental Contracts

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Corrections Emergency Response Team (CERT) and Crisis Negotiations Team (CNT) respond to emergency situations that represent a potential hazard to a facility, loss of life, serious injury to staff, inmates or the public or when significant property loss is imminent. Protecting and preserving human life is the top priority for the MCSO CERT/CNT.

Program Summary

The mission of CERT/CNT is to manage dynamic, high risk, high liability situations in a safe, secure and efficient manner. Members receive specialized training to deal with a large variety of emergencies in the safest manner possible for both inmates and staff. When called upon, CERT/CNT will always strive to accomplish the stated objective through negotiations or tactical operations using only the amount of force necessary to accomplish the intended goal(s). CERT/CNT will always attempt to resolve all situations with no injuries to staff or inmates.

The MCSO CERT/CNT consists of 1 CERT/CNT Commander, 2 CERT Team Leaders, 2 CERT Assistant Team Leaders, 10 CERT members, 2 CNT Team Leader and 4 CNT members.

CERT is divided into 2 teams of 7 members each. CERT teams rotate one month on primary call-out duty and one month on secondary call-out duty. The CNT is also made up of two teams, which alternate on-call duty monthly. All members of CERT/CNT are full time MCSO employees and are continuously on call to respond to emergent situations at any time of the day or night. All CERT/CNT members only serve on an "On-Call" status; there are no full time CERT/CNT members. Program funding supports supplies, equipment and training exclusively.

CERT/CNT is used primarily to respond to incidents in an MCSO Corrections Facility, but may be called upon to respond to other County Facilities, such as the Juvenile Detention Home, or to respond as mutual aid to another jurisdiction if requested. CERT/CNT has also been contracted to respond to emergencies at the Northwest Regional Re-entry Center (NWRRC).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of CERT/CNT call outs	5	6	6	6
Outcome	Number of training sessions completed for CERT members	12	15	12	15
Outcome	Number of training session completed for CNT members	12	12	12	15

Performance Measures Descriptions

Data from TeleStaff Reports/AAR (After-Action Reports)/Outlook Calendar Notations.

Legal / Contractual Obligation

IGA with Norwest Regional Re-Entry Center

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$110,268	\$0	\$120,113	\$0
Materials & Supplies	\$50,924	\$0	\$52,197	\$0
Internal Services	\$13,374	\$0	\$12,826	\$0
Total GF/non-GF	\$174,566	\$0	\$185,136	\$0
Program Total:	\$174,566		\$185,136	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60345-19 CERT/CNT

Department:	Sheriff	Program Contact:	Steven Alexander
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:	60440; 60560		
Program Characteristics:			

Executive Summary

Dedicated MCJRP Escort Deputies assure that all parties will have timely access to individuals in custody and facilitate the successful completion of pre-trial assessments to ensure the most appropriate services and sanctions available are included in community-based decisions by arranging and expediting offender assessment interviews within correctional facilities.

Program Summary

Probation and Parole Officers from the Department of Community Justice are responsible for conducting pre-trial assessments of MCJRP eligible defendants. These assessments are provided to the Prosecution, the Defense, and the Court to promote sentencing that is fully informed by all available risk assessment tools. To ensure that assessments take place within the short pre-trial time frame, PPOs and attorneys must have easy access to defendants who are in-custody.

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members.

This program provides funding for 1.30 FTE Escort Deputies at the Inverness Jail. These Deputies will help facilitate the inmate risk/need assessment interview process during week days.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of pre-trial assessments conducted	394	830	756	756
Outcome	Percentage of assessments that take place within the short pre-trial time frame	100%	100%	100%	100%

Performance Measures Descriptions

Per unit Lieutenant: Number of pre-trial assessments conducted: FY18 Actual: 394 (Volunteers of America = 281 + HB3194 133) FY19 Estimate: 756 (Current Volunteers of America = 104, Current HB3194 = 175)

Percentage of assessments that take place within the short pre-trial time frame. No change of the 100%

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$135,287	\$0	\$145,338
Internal Services	\$0	\$14,773	\$0	\$14,533
Total GF/non-GF	\$0	\$150,060	\$0	\$159,871
Program Total:	\$150,060		\$159,871	
Program FTE	0.00	1.30	0.00	1.30

Program Revenues

Intergovernmental	\$0	\$150,060	\$0	\$159,871
Total Revenue	\$0	\$150,060	\$0	\$159,871

Explanation of Revenues

\$159,871 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2019: 60350-19 HB3194 Justice Reinvestment - Escorts

Department: Sheriff

Program Contact: Becky Child

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Corrections Support Unit (CSU) is mandatory for the successful and accurate management of arrestee, pretrial, and inmate population information. CSU processes inmate bookings, transports, releases, court orders, and monitors Federal prisoners. CSU is responsible for being responsive to the public's phone calls regarding all aspects of Corrections and for the processing of Forced Population Releases in accordance with the Capacity Management Plan as adopted by the Board of Commissioners. CSU is a 24/7 operation throughout the year.

Program Summary

The CSU creates and maintains computerized bookings and releases, captures all inmate mug shots, processes all inmate court orders, calculates release dates for sentences, makes inter and intra-state transport arrangements for inmates, and case manages all Federal inmates, Parole and Probation inmates and Fugitive inmates. CSU provides receptionist duties for the Multnomah County Department of Corrections, processes Forced Releases when a designated population emergency arises, answers the primary public telephone line for all Multnomah County Jails, scans and maintains all custody documents according to State archive rules and regulations and schedules and monitors all persons sentenced to serve weekend sentences.

Corrections Support has the responsibility of ensuring all arrestee information is entered into multiple criminal justice information systems accurately and in a timely manner. In order to ensure the safety and security of corrections staff, law enforcement agencies and the community, the CSU must be meticulous and thorough in processing bookings, transports, court orders, sentences and releases. The Unit is diligent in safeguarding the rights of all inmates and arrestees, thereby limiting the county's liability exposure. Unit staff members work closely and collaboratively with other agencies such as the United States Marshal's Service, US Department of Homeland Security, the State of Oregon Court system, the District Attorney's Office, and the Department of Community Justice of Multnomah County.

The CSU ensures all information processed is properly recorded, archived and secured. Only those persons or entities having a need or right to know are allowed access. The CSU processes and protocols allow for accurate retrieval of information consistent with governing provisions.

The CSU processes and performs the duties associated with Forced Population Releases, which occur during a jail population emergency. CSU's thorough protocol ensures the "least dangerous" offenders are released to the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of computer bookings	31,800	31,000	33,000	33,000
Outcome	Number of sentence release date calculations	10,800	13,000	11,000	12,000

Performance Measures Descriptions

Computer Bookings include Standard, In Transit, and Turn Self in Bookings. Both the number of bookings and calculated sentence release dates were generated from SWIS Monthly reports.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,832,637	\$0	\$4,004,972	\$0
Contractual Services	\$789	\$0	\$821	\$0
Materials & Supplies	\$76,371	\$0	\$78,280	\$0
Internal Services	\$37,605	\$0	\$25,610	\$0
Total GF/non-GF	\$3,947,402	\$0	\$4,109,683	\$0
Program Total:	\$3,947,402		\$4,109,683	
Program FTE	37.00	0.00	37.00	0.00

Program Revenues

Other / Miscellaneous	\$10,500	\$0	\$16,624	\$0
Service Charges	\$67,200	\$0	\$46,200	\$0
Total Revenue	\$77,700	\$0	\$62,824	\$0

Explanation of Revenues

General Fund:

\$46,200 - Social Security Incentive Revenue

\$16,624 - Report Requests

*Estimate based on FY 2019 mid-year revenue

Significant Program ChangesLast Year this program was: FY 2019: 60360-19 Corrections Support

Department: Sheriff
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Program Contact: Nicole Morrisey
Program Offer Stage: As Adopted

Executive Summary

The Corrections Services Division Admin oversees specialized units that provide leadership and strategic direction to agency members and is focused on providing quality, cost effective services to the community. The mission of this team is to find creative, efficient solutions to manage logistics and safe operations of MCSO facilities, ensure court processes are accessible to the community, provide case management and supervision for pre-trial defendants, and provide programming and wraparound services, which increase opportunities for adults in custody to successfully transition into the community.

Program Summary

The Corrections Services Division oversees the following units, which through efficient collaboration directly support the daily operations of the Sheriff's Office, its facilities, as well as the overall public safety system. The Auxiliary Services Unit supports agency operations by ensuring adequate supplies are distributed to multiple facilities, while also providing commissary, laundry, and property storage services for adults in custody. The Classification Unit is a specialized unit whose primary function is to determine appropriate housing of adults in custody during an initial interview utilizing an objective jail classification instrument. The Programs Unit provides adults in custody access to education, mental health and addiction services, and housing and employment resources focusing on the continuity of services that best provide successful reintegration into the community. The Behavioral Health Team focuses on adults in custody with mental health or substance use concerns who benefit from a focused plan designed to screen, identify, and guide appropriate services while in custody. The Close Street Supervision Unit is an intensive supervision program that strives to provide exceptional service to the community by utilizing methods of supervision that support offender accountability while transitioning pretrial defendants out of limited jail beds. Security and access to county facilities is managed by the Facility Security Unit who ensures public safety by providing information and access at the Multnomah County Courthouse, Justice Center, East County Courthouse, Juvenile Justice Complex, Inverness Jail, Gateway Center for Domestic Violence, and the Central Library. The Court Services Unit provides a variety of public safety services at the Multnomah County Courthouse, Juvenile Justice Complex, and the Justice Center courtrooms, including courtroom security, working with the judiciary to facilitate court hearings, and responding to citizen inquiries. Coordinating with the Transport Unit, deputies ensure all adults in custody are present for court hearings and are transported to appropriate state and county facilities or released after their case has been adjudicated by the courts.

The Corrections Services Division Managers effectively guide policy development, assign resources, and provide oversight to all Division functions as detailed. The efficient collaboration of these units, while also coordinating with all Sheriff's Office Divisions and the Executive Office, directly support the daily operations of the Agency, its facilities, as well as the overall public safety system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals that were screened with the "brief jail mental health screen" at the time of booking	na/-	20,000	20,000	20,000
Outcome	Percentage of individuals per the screening who should be referred for further mental health assessment	na/-	15%	7%	10%

Performance Measures Descriptions

Data collected from CIMS – The Brief Jail Mental Health Screen automated data collection began September 2018

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$422,530	\$0	\$453,306	\$0
Materials & Supplies	\$60,809	\$0	\$62,329	\$0
Internal Services	\$24,270	\$0	\$6,152	\$0
Total GF/non-GF	\$507,609	\$0	\$521,787	\$0
Program Total:	\$507,609		\$521,787	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60400-19 Corrections Services Division Admin

Department: Sheriff **Program Contact:** Chad Gaidos
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Transport Unit is responsible for moving adults in custody between a variety of state and county correctional facilities. The Transport Unit also facilitates several vital legs of the Northwest Shuttle System, furthering MCSO's efforts to transport adults in custody in the most fiscally responsible means possible. Using a state of the art fleet of vehicles, the Transport Unit is able to move high volumes of adults in custody, efficiently and safely, regardless of road conditions.

Program Summary

Members of the Transport Unit utilize a comprehensive understanding of the inter-dependent nature of the jail system to ensure timely, accurate transport of adults in custody to and from Multnomah County facilities, state facilities, the Oregon State Hospital, and a host of other county facilities throughout the state.

Through a committed effort to research and purchase a fleet of vehicles specifically designed for the unique needs of MCSO, and working collaboratively with system partners, the Transport Unit has been able to condense the number of total transports that are dispatched each day. This has led to efficiencies and budget savings, which demonstrates MCSO's commitment to finding innovative solutions to best utilize the budget resources provided. By traveling less miles overall, and having less vehicles on the road, the Transport Unit is completing the same number of moves, with increased safety and less overall vehicle maintenance costs.

As a primary hub for the Northwest Shuttle Service, the Transport Unit is tasked with picking up adults in custody who are required to appear at MCSO, as well as shuttling adults in custody between other jurisdictions in the northwest. Through this collaborative effort, MCSO is able to save tax dollars that would otherwise be spent on costly extraditions that require more staff hours and transport costs.

The Transport Unit is an invaluable asset to not only Multnomah County and its community, but to a variety of other agencies committed to the safe, efficient transport of adults in custody to ensure they are able to participate in the judicial process with limited delays, regardless of where they are located. The work of this unit is evidence of MCSO's mission, which is to provide exemplary service to the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of inmates moved	58,276	65,000	65,000	65,000
Outcome	Number of 1 Day Evaluation Transports to OSH in Salem	9	30	10	10
Outcome	Number of miles traveled	161,400	170,000	170,000	170,000

Performance Measures Descriptions

Data from Transport Unit, daily stats in Excel. Numbers of inmates moved is predicated on intra-system transports and local/statewide use of the interstate HUB system. MCSO is designated as 1 of 3 HUBs to centralize transport connections between counties within the State of Oregon connecting to bordering states. Removed "Number of Major Incidents." Added "Number of 1 Day Evaluation Transports to OSH in Salem." These Court Ordered Transports continue to rise and is a staff/resource intensive task that impacts the unit's ability to perform the daily mission.

Legal / Contractual Obligation

ORS 206.010 Duties of Sheriff (3) ORS 169.320 Control of Prisoners ORS. 169.076 (14) Legal materials/access.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,761,686	\$0	\$2,978,085	\$0
Materials & Supplies	\$33,847	\$0	\$34,693	\$0
Internal Services	\$279,211	\$0	\$286,894	\$0
Capital Outlay	\$5,424	\$0	\$5,560	\$0
Total GF/non-GF	\$3,080,168	\$0	\$3,305,232	\$0
Program Total:	\$3,080,168		\$3,305,232	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues

Service Charges	\$9,000	\$0	\$1,272	\$0
Total Revenue	\$9,000	\$0	\$1,272	\$0

Explanation of Revenues

General Fund:

\$1,272 - Interstate Fugitive Shuttle and Transfer of State Wards based on FY19 Mid-year actuals

Significant Program Changes

Last Year this program was: FY 2019: 60405-19 Transport

Department: Sheriff **Program Contact:** Chad Gaidos
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and adults in custody, while ensuring the Multnomah County Courthouse is safe and accessible for everyone involved in the judicial process. The CSU is a multidiscipline unit consisting of both Corrections Division and Law Enforcement Division staff. One of the primary focuses of this unit is to ensure adults in custody are present for court proceedings in accordance with both the law and judicial court rules.

Program Summary

The Multnomah County Courthouse represents one of the highest volume court facilities in the State of Oregon with an average of 1,500 visitors and 500 staff members being screened each day to attend a variety of both routine and highly volatile court matters. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The CSU is responsible for providing a safe, accessible court process for everyone who visits the Multnomah County Courthouse. By utilizing staff from both the Law Enforcement Division and the Corrections Division, the CSU is able to provide a comprehensive response to the myriad of in custody and out of custody court matters that occur daily. One of the primary missions of the CSU is to facilitate the appearance of approximately 50-70 adults in custody who are scheduled on the court docket each day.

In addition to the routine activities at the Courthouse, CSU staff are available to respond to both security and medical emergencies within the courthouse. They are also responsible for developing security plans for volatile or high profile court matters, which may include victims, multiple co-defendants, media presence, or other outside influences that must be considered.

Staff assigned to the CSU continue to be involved in the daily restraint docket hearings. This process includes presenting declarations to the court when restraints are requested by MCSO and building applicable staffing plans in response to the decisions that are made regarding how and when adults in custody are restrained during court proceedings. Working with system partners, MCSO has found innovative solutions to reduce fiscal impacts while continuing to maintain security and access to the judicial process as it adapts to these changes.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals taken into custody	590	660	660	660
Outcome	Number of court proceedings requiring a staff member	10,290	10,780	10,800	11,000

Performance Measures Descriptions

"Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Courthouse Facility stats which are recorded daily.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,775,632	\$0	\$4,009,406	\$0
Materials & Supplies	\$115,202	\$0	\$118,083	\$0
Internal Services	\$368,537	\$0	\$395,263	\$0
Total GF/non-GF	\$4,259,371	\$0	\$4,522,752	\$0
Program Total:	\$4,259,371		\$4,522,752	
Program FTE	23.00	0.00	23.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60410A-19 Court Services - Courthouse

Department: Sheriff **Program Contact:** Chad Gaidos
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and adults in custody, while ensuring the Justice Center Courthouse is safe and accessible for everyone involved in the judicial process. The CSU is a multidiscipline unit consisting of both Corrections Division and Law Enforcement Division staff. One of the primary focuses of this unit is to ensure adults in custody are present for court proceedings in accordance with both the law and judicial court rules.

Program Summary

The courthouse located inside the Justice Center is used to facilitate specialized court dockets, including; felony and misdemeanor arraignments, probation violation arraignments and pleas, DUII diversion courts, stalking order hearings, and domestic violence probation violation docket hearings. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The CSU is responsible for providing a safe, accessible court process for everyone that visits the Justice Center Courthouse. By utilizing staff from both the Law Enforcement Division and the Corrections Division, the CSU is able to provide a comprehensive response to in custody and out of custody court matters scheduled to appear in the Justice Center courtrooms. CSU deputies assigned to the Justice Center Courthouse work closely with Detention Center deputies to coordinate in-custody appearances.

In addition to the routine activities at the courthouse, CSU staff are available to respond to both security and medical emergencies within the courthouse. They are also responsible for developing security plans for volatile or high profile court matters, which may include victims, multiple co-defendants, media presence, or other outside influences that must be considered.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals taken into custody	66	70	70	70
Outcome	Number of major incidents	13	20	20	20

Performance Measures Descriptions

"Major incidents" include use of force incidents, escapes, medical and disruptive behavior by court participants which result in their exclusion. Data retrieved from Justice Center Court tracking sheets. "Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Justice Center stats which are recorded daily. "Number of court proceedings requiring a staff member" is replaced with "Number of individuals taken into custody"

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,112,660	\$0	\$1,183,050	\$0
Materials & Supplies	\$4,495	\$0	\$4,607	\$0
Total GF/non-GF	\$1,117,155	\$0	\$1,187,657	\$0
Program Total:	\$1,117,155		\$1,187,657	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60410B-19 Court Services - Justice Center

Department: Sheriff **Program Contact:** Chad Gaidos
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and juveniles in custody, ensuring the Juvenile Justice Center (JJC) is safe, efficient, and accessible for everyone needing access to the juvenile judicial process. The CSU at the JJC is staffed by Law Enforcement Division personnel. In addition to providing a public safety presence, a primary focus of the unit is to escort juveniles in custody to court proceedings and facilitate any transports of juveniles to both state and county facilities as required.

Program Summary

The CSU at the Juvenile Justice Center is committed to providing a safe environment conducive to meeting the unique needs of juveniles and families involved in the juvenile justice process. Staff at the Juvenile Justice Center consists of one (1) Law Enforcement Division deputy, as required by Oregon Revised Statute. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The Law Enforcement Division deputy assigned to the Juvenile Justice Center has a comprehensive understanding of, and appreciation for, the law and court rules that govern the process of transporting, restraining, and supervising juveniles in custody as they navigate the judicial process. These mandates differ in many ways from adult judicial matters and require a unique knowledge and skill set to be successful.

In addition to providing security for the Juvenile Justice Center, deputies are committed to working collaboratively with the State Courts, District Attorney's Office, Defense Counsel, court advocates, parents, juveniles, and other stakeholders to ensure the best possible outcome and contribute toward accountability and a reduced chance of recidivism for juveniles in the community. Using this rehabilitative lens, the CSU deputy is able to provide exemplary service to the vulnerable members of the community and their families.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of persons taken into custody	70	44	70	70
Outcome	Calls for assistance	56	70	70	70
Output	Number of juvenile transports to and from outside facilities	78	na/-	80	80

Performance Measures Descriptions

Number of persons taken into custody represents the number of "book and keeps" and warrants. "Calls for assistance" are calls for law enforcement deputies to assist in courtrooms, etc. Data from JJC Court Facility stats. *Number of juvenile transports to and from outside facilities represents the number of in-custody juveniles that are transported from state facilities to and from the JJC.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$142,912	\$0	\$149,632	\$0
Total GF/non-GF	\$142,912	\$0	\$149,632	\$0
Program Total:	\$142,912		\$149,632	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60410C-19 Court Services - JJC

Department: Sheriff **Program Contact:** Chad Gaidos
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Turn Self In (TSI) program limits the overutilization of jail beds for offenders who the court deems eligible to serve their sentence on weekend days only. This program allows offenders to maintain their employment and/or other family and life obligations within the community, while being held accountable for their criminal convictions. The TSI program continues to support the goal of MCSO to find innovative, fiscally responsible alternatives to incarceration.

Program Summary

The weekend TSI program, operated at the Courthouse Jail Holding area, provides the courts a sentencing alternative which holds offenders accountable without requiring the use of traditional jail beds. Eligible offenders must meet criteria which minimizes the overall cost of services of incarceration, including; 24/7 medical, overnight stays, and staffing ratios associated with traditional jail beds.

This sentencing option averages 30 to 40 offenders each weekend day. The success of this program is due in large part to its ability to meet the collective needs of the court, Multnomah County, and the offenders. The TSI sentencing program provides opportunities for sentenced offenders to maintain employment, family obligations, and pro-social activities, which support a successful reentry into the community while ensuring judgments of the courts are fulfilled.

In conjunction with the MCSO Programs Unit, offenders sentenced to the weekend TSI program are afforded the opportunity to participate in AA and/or NA meetings in an effort to treat the underlying addiction issues that may have contributed to their criminal behavior, as part of MCSO's commitment to Justice Reinvestment.

Without the TSI program, judges would have limited options outside of utilizing a jail bed when a decision has been made that an offender must serve time in custody. The successful attendance and completion rates of those given sentences to the TSI program indicate the need for this valuable alternative in the criminal justice system in Multnomah County.

MCSO continues to ensure its commitment to exemplary service to everyone in the community by providing alternatives to incarceration that best meet the expectations of both the court, victims, and the community, as well as the needs of the offender.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Weekend TSIs scheduled	3,169	3,300	3,310	3,400
Outcome	Percent of Weekend TSIs who show as scheduled	95%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$255,015	\$0	\$272,585	\$0
Total GF/non-GF	\$255,015	\$0	\$272,585	\$0
Program Total:	\$255,015		\$272,585	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60410D-19 Turn Self In Program

Department: Sheriff

Program Contact: Chris Austin

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of MCSO, and are often the first point of contact for persons accessing the Multnomah County Courthouse, Justice Center, and the East County Courthouse. Facility Security Officers (FSO) deter the introduction of weapons into the courts by screening entrants via x-ray and metal detection equipment and provide emergency response to alarms, medical issues, and disruptions to the court process. In addition, FSOs serve as a primary source of information to the public and professional staff entering the court facilities.

Program Summary

Facility Security Officers serve as the first point of contact for public and professional visitors to all county courthouses. Their comprehensive understanding of the judicial process and familiarity with the courthouses and their functions is critical to providing accurate information to assist in expediting access to the judicial system.

FSOs provide citizens and employees with a safe and secure environment to conduct their business by screening all persons entering the court facilities. This mission is accomplished by utilizing electronic security screening and conducting security patrols of both internal and external areas of the facilities.

Persons entering the courts may be emotionally distraught, under the influence of intoxicants, or involved in situations of abuse. FSOs are focused on providing a positive point of contact, aimed at calming the tension that can exist in volatile court matters. This is accomplished through effective communication skills and providing information to those less familiar with the judicial system.

The core functions of the FSU are public safety, security, emergency assistance, information, and referrals. The presence of uniformed FSOs aids in deterring disturbances and criminal activity in the courts and assists in increasing the efficiency of court processes, saving public resources. The effectiveness of FSOs is demonstrated in the high number of public contacts, low ratio of exclusions to the number of persons screened, and the number of prohibited items detected during security screening.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of members of the public screened for entry	530,157	500,000	490,000	500,000
Outcome	Number of employees/other agency staff screened	na/-	na/-	355,490	370,000
Outcome	Number of prohibited items found during screening	10,535	4,000	14,131	15,000
Outcome	Courtroom standbys	347	400	366	400

Performance Measures Descriptions

Courts include Courthouse, East County Courthouse, and the Justice Center. Data from the FSO statistics database.

** This is a new data set that we will be tracking beginning in January. The data provided herein is averaged from several single days of data tracking over a one-month period, exclusively at the Courthouse. Once tracking begins, actual data will be compiled from all three facilities included in this program offer.

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract
ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,241,684	\$698,498	\$1,096,089	\$691,484
Materials & Supplies	\$22,739	\$656	\$23,307	\$5,014
Internal Services	\$0	\$76,276	\$0	\$83,947
Capital Outlay	\$140,000	\$0	\$143,500	\$0
Total GF/non-GF	\$1,404,423	\$775,430	\$1,262,896	\$780,445
Program Total:	\$2,179,853		\$2,043,341	
Program FTE	10.60	6.00	8.60	6.00

Program Revenues

Other / Miscellaneous	\$14,096	\$775,430	\$15,029	\$780,445
Total Revenue	\$14,096	\$775,430	\$15,029	\$780,445

Explanation of Revenues

General Fund:

\$15,029 - Security Services for Parenting Classes (4.5 Hrs X 70 Classes X \$47.71)

Special Ops Fund:

\$780,445 - Court Revenues for Court Security Services. This amount is based on what was received during the first 5 months of Fiscal Year 2019.

Significant Program Changes

Last Year this program was: FY 2019: 60415A-19 Facility Security - Courts

Reduced 2.0 FTE to meet constraint for FY20.

Department: Sheriff

Program Contact: Chris Austin

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of MCSO, and are often the first point of contact for people accessing the jail facilities. Facility Security Officers (FSO) assist the public and professional visitors with inmate information, bail processing, visitation, inmate accounts, and inmate property transactions. FSOs also provide facility security and safety by controlling and monitoring foot and vehicular access to the lower levels of the Multnomah County Detention Center, conduct facility patrols of public areas, and provide security screening of entrants into the jail areas.

Program Summary

Facility Security Officers (FSO) serve as the first point of contact for the public and professionals conducting business with adults in custody, such as visiting, bail, inmate property, and money transactions. In addition, FSOs assist in ensuring public safety by providing a uniformed presence, deterring disruptions within the facility, and preventing the introduction of weapons or contraband into the jail facilities through visitor screening.

The Facility Security Unit (FSU) also conducts records checks for Facilities and Property Management, Corrections Health, MCSO Programs, Aramark Food Services, and others who require access to the jail. The FSU works closely with other agencies and MCSO units to facilitate business transactions for adults in custody.

Citizens can often be discouraged when attempting to navigate through the complexities of the criminal justice system, and FSOs provide person-to-person information and assistance when needed. The FSOs ensure continuity of jail operations by providing a safe environment for the public to transact their business and by working collaboratively with jail staff to process transactions for adults in custody.

The FSU provides both public and professional access to a variety of different processes that help those in custody maintain critical relationships with their family, legal representation, and other aspects of their daily lives while they are incarcerated. Their work is essential to MCSO's commitment to safe, effective care and custody of those adults housed in MCSO's facilities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number in MCDC and MCIJ	107,392	118,000	107,421	110,000
Outcome	Number of service requests from jail	40,448	42,000	38,595	41,000
Outcome	Number of bails processed on behalf of Oregon Judicial Department	1,408	na/-	1,563	1,600
Outcome	Number of social & professional inmate visits	33,961	na/-	36,924	38,000

Performance Measures Descriptions

Data from the FSO statistics database.

"Number of bails processed..." and "Number of social & professional inmate visits" are a new data set for FY2020; historical data is recorded (represented in the FY18 actual numbers), but was not previously recorded as a measurable outcome.

Legal / Contractual Obligation

ORS 206.010 – General Duties of Sheriff; ORS 206.210 – Authority of Sheriff Over Organization of Office; ORS 206.345 – Contracts with Cities- Authority Under Contract; ORS 451.010 – Facility and Services Counties May Provide by Service District; ORS 166.360 through 166.380 – Possession of Firearms, Examination of Devices and Firearms; ORS 137.308 through 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,294,614	\$0	\$2,468,216	\$0
Materials & Supplies	\$35,294	\$0	\$36,176	\$0
Internal Services	\$17,737	\$0	\$14,490	\$0
Total GF/non-GF	\$2,347,645	\$0	\$2,518,882	\$0
Program Total:	\$2,347,645		\$2,518,882	
Program FTE	22.50	0.00	22.50	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60415B-19 Facility Security - Jails

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of the Multnomah County Sheriff's Office (MCSO), and are often the first point of contact for people requiring public safety assistance within the Multnomah County Library system. Part of the core functions of the FSU is to provide assistance in the area of public safety, combined with facility security. The presence of uniformed MCSO employees act as a deterrent to disruptions and criminal activity within the library facilities, reducing the need for a more costly law enforcement response.

Program Summary

The Facility Security Unit (FSU) is an integral part of the popular Multnomah County Public Library system. Facility Security Officers (FSO) provide a resource for persons needing public safety assistance or information and referrals to other public entities. The FSU provides both external and internal security for the Central Library.

The presence of uniformed FSOs creates a sense of well-being and safety for the citizens who use the libraries and the County employees who work in the libraries. The libraries often experience problems with persons under the influence of intoxicants, persons who are being disruptive, a transient population who utilizes the library as a safe haven, and persons who may pose a danger to the public and employees.

The FSOs are a deterrent to disruptions and criminal activity in the library. The FSOs maintain security and provide a calm and secure atmosphere by managing all of these situations in a professional manner, using effective communication techniques. The presence of uniformed FSOs enables the library patrons to enjoy the libraries and conduct their business in a safe and inviting atmosphere.

The effectiveness of this work is demonstrated by the low number of instances in which police response is required, compared to the large number of patrons served.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of patrons using the Central Library	664,416	1,700,000	633,939	655,000
Outcome	FSO calls for police response	43	55	20	25
Outcome	Number of area searches	3,086	na/-	3,540	3,600

Performance Measures Descriptions

The number of patrons for Purchased include multiple library branches. Effective 8/1/2017, MCSO services ceased at all branch libraries; only the Central Library was staffed after 8/1/2017. The FY20 offer provides data for the Central library only. ** Area searches was added as a new outcome to the FY20 program offer. The FY19 Estimate is based on estimates from current entry counts provided by the library and data from the FSO statistics database.

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$276,799	\$0	\$294,997	\$0
Total GF/non-GF	\$276,799	\$0	\$294,997	\$0
Program Total:	\$276,799		\$294,997	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues

Other / Miscellaneous	\$276,799	\$0	\$294,997	\$0
Total Revenue	\$276,799	\$0	\$294,997	\$0

Explanation of Revenues

General Fund:

FY 2020 Central Library Total is \$294,997

Significant Program Changes

Last Year this program was: FY 2019: 60415C-19 Facility Security - Library

Department:	Sheriff	Program Contact:	Chris Austin
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of Multnomah County Sheriff's Office (MCSO), and are often the first contact point for the public and for professional persons entering the Juvenile Justice Center (JJC). Core FSU functions include public safety and assistance, security, and public referral. This is accomplished through one-on-one contact with the public, entry security screening, and knowledge of the criminal justice system. The core functions of the FSU are public assistance and security, ensuring the JJC is accessible to everyone.

Program Summary

The Facility Security Officers (FSO) who work at the Juvenile Justice Center (JJC) are primarily responsible for creating a safe, accessible environment for the public, staff, and others participating in the juvenile judicial process.

This mission is accomplished through security screening of all entrants into the facility via x-ray and metal detector screening, the presence of uniformed FSOs, area patrols, and one-on-one contact with the public. Persons entering the JJC may be under the influence of intoxicants, facing the loss of their children, or suffering some other life-altering situation, adding a volatile element to an already complex court process. The FSOs serve as both a security presence and an informational resource to everyone accessing the JJC, aimed at calming tense situations through effective communication and accurate information.

Disruptions and criminal activity interfere with facility and court operations, which also creates difficulties for families, staff, and professional persons conducting court business. This can result in higher costs to the taxpayer if court and facility operations are disrupted, causing them to be delayed or postponed. The effectiveness of the FSO's work is demonstrated in the low ratio of exclusions from the JJC to the number of persons screened for entry.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of members of the public screened for entry	39,007	42,000	36,939	40,000
Outcome	Number of prohibited items found during screening	392	na/-	1,143	1,200
Outcome	Number of area searches (MCDA/OJD/OYA/CASA/DCJ)	2,401	na/-	3,342	3,500

Performance Measures Descriptions

Data from the FSO statistics database.

"Number of prohibited items found.." and "Number of area searches..." are from a new data set for FY2020; historical data is recorded (represented in the FY18 actual numbers), but was not previously recorded as a measurable outcome. The methodology of recording these two data sets was changed in mid-2018, hence the vast differences in the actual and estimated figures. The same methodology will be used for FY2020.

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$166,808	\$0	\$179,589	\$0
Total GF/non-GF	\$166,808	\$0	\$179,589	\$0
Program Total:	\$166,808		\$179,589	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60415D-19 Facility Security - JJC

Department:	Sheriff	Program Contact:	Chris Austin
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of the Multnomah County Sheriff's Office (MCSO), and are often the first point of contact for persons accessing The Gateway Center for Domestic Violence. Facility Security Officers (FSO) provide professional assistance to persons entering the "one-stop" Gateway Center for Domestic Violence Services. The core functions of the FSU are public assistance and security, to ensure The Gateway Center for Domestic Violence is accessible to everyone.

Program Summary

The FSU provides security and public information for both the public and professionals conducting business at The Gateway Center facility. Security is provided by a uniformed presence and facility patrols. The FSU works closely with all of the various partners at The Gateway Center to facilitate the needs of the public and staff entering the facility.

Persons entering this facility may be under the influence of intoxicants, facing the loss of their children, or dealing with other life altering situations. The FSO is often the first contact for citizens and professionals accessing the facility. The FSO, as a uniformed presence, is a deterrent to disruptions and criminal activities, often calming volatile situations without the need for additional law enforcement response.

Disruptions and criminal activity interfere with the facility and domestic violence services, and create difficulties for professionals and families who need to conduct transactions. The effectiveness of the FSOs is demonstrated by the low ratio of incidents, when compared with the number of persons served at the Gateway Center. The work of the FSOs in this challenging environment furthers the MCSO goal of providing quality, cost effective solutions to maintaining an orderly process and access to necessary court procedures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of service visits to the Gateway Center	18,499	16,000	18,628	20,000
Outcome	Number of incidents reported	22	30	20	25
Outcome	Number of area searches	2,005	na/-	2,080	2,100

Performance Measures Descriptions

Data from the FSO statistics database and The Gateway Center Director Martha Strawn Morris.

"Number of area searches" are from a new data set for FY2020; historical data is recorded (represented in the FY18 actual numbers), but was not previously recorded as a measurable outcome.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$81,751	\$0	\$89,880	\$0
Total GF/non-GF	\$81,751	\$0	\$89,880	\$0
Program Total:	\$81,751		\$89,880	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60415E-19 Domestic Violence Gateway One Stop

Department:	Sheriff	Program Contact:	Nick Jarmer
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The Classification Unit is a specialized unit comprised of skilled Corrections Deputies, whose primary function is to determine appropriate housing of adults in custody during an initial interview using an objective jail classification instrument. The Classification Unit staff interview every pretrial arrestee and sentenced offender to determine appropriate housing based upon criminal charge, institutional behavior, risk, and programmatic needs. This process assists in ensuring the safety of adults in custody and the safety of staff while supporting efficient management of MCSO's corrections facilities.

Program Summary

The Classification Unit is responsible for maintaining a classification system that provides housing configurations used to create safe separations for pretrial adults in custody and sentenced offenders of different risk and need levels. Important factors when determining appropriate housing for an adult in custody include; criminal charge, institutional behavior, risk, and programmatic needs. The Unit's primary goal is to operate an objective classification system that provides for separations between violent and non-violent offenders and to facilitate movement through administrative processes from the most restrictive housing to the least restrictive housing in a safe and structured manner. This is a critical element to ensure that the jail meets a reasonable standard of care required by the United States Constitution.

Best practice has shown that utilizing an objective classification process is key. This process creates a structure that allows in custody adults who require special housing or have special needs to be housed in an environment with those of like needs. Adults in custody who create the potential for compromising safety and security are housed in more restrictive environments with enhanced security as appropriate. The objective classification process is also designed to identify programmatic needs and provide adequate services and programs to assist in custody adults in building positive life-skills with the ultimate goal of successful re-entry into the community.

Finally, the Classification Unit is also responsible to provide an in custody disciplinary process that is fair and balanced to maintain proper order in the corrections facilities, as well as to promote human values, individual dignity, and socially desirable changes in attitude and behavior. Holding adults in custody accountable while under the supervision of the Multnomah County Sheriff's Office is critical to maintain a safe work environment for both employees and adults in custody.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of (rule violation) assaults on inmates agency wide	100	85	100	100
Outcome	Number of (rule violation) assaults on staff agency wide	92	75	90	90
Output	Classification interviews in Reception	21,163	20,000	21,250	21,250
Outcome	Prison Rape Elimination Act (PREA) investigations initiated during interview	94	80	90	90

Performance Measures Descriptions

Assault rule violation data is based on number of assaults in MCDC and MCIJ and are from the Excel spreadsheet maintained by the Hearings Officers.

Classification interview data pulled from CIMS General Audit Report, Classification Triages Processed, and PREA.

Legal / Contractual Obligation

The Sheriff is mandated by statute to maintain the local detention facility(s) within his jurisdiction. Local Detention Classification mechanisms are mandated to maintain safe and humane detention facilities by Statute and a multitude of case law

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,278,689	\$0	\$3,486,112	\$0
Materials & Supplies	\$32,610	\$0	\$33,425	\$0
Internal Services	\$26,277	\$0	\$39,086	\$0
Total GF/non-GF	\$3,337,576	\$0	\$3,558,623	\$0
Program Total:	\$3,337,576		\$3,558,623	
Program FTE	20.00	0.00	20.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60420-19 Classification

Department:

Sheriff

Program Contact:

Nick Jarmer

Program Offer Type:

Existing Operating Program

Program Offer Stage:
As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Adults in custody with mental health or substance use disorders benefit from a focused program designed to screen, identify, and channel appropriate healthcare services while in Multnomah County custody. The team operates within the Multnomah County Detention Center in support of, and in collaboration with, dedicated County mental health and medical health professionals, ensuring that mental health services for adults in custody are maximized through the synergy of common approaches.

Program Summary

Utilizing 1.00 FTE Corrections Sergeant and 1.00 FTE Corrections Deputy, MCSO is positioned to focus on the mental health and substance use concerns of incarcerated adults. This team will screen, identify, assess, record, and direct mental and physical health needs through an established network and system of professionals best suited to provide this critical care. This focus on addressing the immediate needs of adults in custody who require specialized mental health attention ensures necessary care and attention is provided as soon as possible by those best positioned to conduct corresponding evaluations, direct further care, or prescribe medications in line with a mental health diagnosis.

Where Health Department Staff are relied upon to provide the assessment, diagnosis, and prescription of medication and care, the MCSO Behavioral Health Team ensures the individual is properly screened upon entry into the facility and properly classified for receipt of mental health attention as part of this collaborative protocol.

In addition, this Corrections Sergeant and Deputy support the timely facilitation of the weekly Aid & Assist Docket, ensuring individuals who may require a higher level of mental health care are safely able to attend the court process. In the event an alternative to jail is ordered, this team coordinates communication for gathering health records and safe, timely transport from jail. The combining of mental health services, security, and social behavior programming promotes stabilization and engagement with health services and encourages individuals to advocate for themselves in a positive manner, as well as provides access to groups for building coping skills. The ultimate goal is to ensure individuals with Severe and Persistent Mental Illness (SPMI) and/or Substance Use Disorder are properly managed and cared for. The Team will contribute to a safe and livable community by facilitating access to services in the facility and linking to the appropriate levels of care within the community: Inpatient Hospitalization, Forensic Diversion, MH Court, Outpatient Services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults in custody with behavioral health concerns moved to the medical clinic for care	1,104	600	1,125	1,125
Outcome	Number of adults in custody engaged in the Aid & Assist Docket	528	600	600	550

Performance Measures Descriptions

Program started in May 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$317,112	\$0	\$317,406	\$0
Total GF/non-GF	\$317,112	\$0	\$317,406	\$0
Program Total:	\$317,112		\$317,406	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60425-19 MCDC Behavioral Health Team

Department:

Sheriff

Program Contact:

Nick Jarmer

Program Offer Type:

Existing Operating Program

Program Offer Stage:
As Adopted

Related Programs:
Program Characteristics:

Executive Summary

MCSO Corrections Counselors provide services to pretrial and sentenced adults in custody to enhance a safe and secure environment and to ensure compliance with statutory mandates. Counselor services include, but are not limited to; assessment, case management, transition services, individual counseling, group programming, education, mental health, and re-entry services (through linkage with alcohol/drug, mental health, housing, employment, and other providers in the community).

Program Summary

The Programs Unit strives to provide programs and services to adults in custody that will assist in increasing opportunities to become productive members of the community. Corrections Counselors provide services to stabilize, effectively manage, and positively impact pretrial and sentenced adults in custody. These services satisfy constitutional and statutory requirements, as well as assist with their progression through the jail (most secure to least secure housing) and successful re-entry into the community.

Corrections Counselors assess needs and risk, placing those appropriate into work crews or community beds that address alcohol/drug, housing, mental health, and other chronic needs. Counselors provide group programming, resource information and referral service, which by the development of community partnerships, link sentenced offenders to various community services to assist them in addressing their needs and issues.

Counselors serve as liaisons between the jail staff and adults in custody (i.e. security, medical, records, auxiliary services, etc.) as well as, outside entities such as family, employers, attorneys, probation/parole officers, the Court, and various social service providers. Counselors engage in individual counseling with adults in custody to reduce the level of anxiety typical to those confined and to provide them with skills to successfully manage their behavior, thereby diffusing escalating behavior, especially for those suffering from serious mental health related concerns.

The Programs Unit not only provides exceptional service to the community by enhancing opportunity for successful re-entry, they assist in providing a safe housing environment for those confined and maximize the efficient, effective, and fiscally responsible use of jail beds.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of orientations, intakes and assessments	1,042	1,425	1,125	1,425
Outcome	Number of offenders placed into community beds thus freeing up jail beds	237	205	250	225
Outcome	Offenders participating in group programming that decreases offender bookings	9,794	9,500	9,500	9,500
Output	Number of offenders participating in Law Library	2,259	2,808	2,500	2,250

Performance Measures Descriptions

"Number of orientations..." from Excel file w/ daily data entered by staff. "Number of offenders..." from Access database w/adults in custody referral and wait list information. "Offenders participating..." from GES participation records, subsequent staff data entry on statistics report forms (Programs & Education combined). "Number of requests..." from count of Service Request Forms submitted by adults in custody, subsequent staff data entry on statistics report forms.

Legal / Contractual Obligation

ORS 169.170 - Assignment of county prisoners to public works; ORS 343.035 and ORS 336.187 - Educational requirements. Court Mandated Sentencing Orders. Oregon Jail Standards: C02.04.03 - Mental health screening; G01.02.01, G01.02.02, and G01.02.03 Access to the courts; G01.04.01 and G01.04.02 - Access to legal materials; J03.01.01 and J03.02.01. educational programs; J03.02.02 - Involving the Educational Service District (ESD); J03.03.01 - Staffing for educational programs; J03.03.03 - Utilizing community resources for educational programs; J04.02.01 and J04.03.01 - Rehabilitation treatment programs; J04.04.03 - Utilizing community resources for treatment programs; J05.02.04 - Facility work assignments, convicted inmates.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,636,400	\$0	\$2,715,158	\$0
Contractual Services	\$89,584	\$0	\$93,167	\$0
Materials & Supplies	\$125,092	\$0	\$128,219	\$0
Internal Services	\$35,430	\$0	\$34,365	\$0
Total GF/non-GF	\$2,886,506	\$0	\$2,970,909	\$0
Program Total:	\$2,886,506		\$2,970,909	
Program FTE	22.00	0.00	22.50	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60430-19 Inmate Programs

Reduced M&S budget in Law Enforcement Division to fund .5 FTE Chaplain position in this program offer.

Department: Sheriff **Program Contact:** Nick Jarmer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Volunteer Services Program enables the Sheriff's Office to achieve its mission with the assistance of nearly 250 volunteers, interns, and community partners. [Note: Search and Rescue, Reserve Deputies, and Jail Chaplain Volunteers are not part of this program.] Volunteers support and enhance operations in all agency Divisions and become involved citizens gaining an in-depth understanding of the criminal justice system. Additionally, the development and support of placements benefits agency recruiting and hiring efforts for future employment needs.

Program Summary

The Volunteer Services program provides for the recruitment, interviews, backgrounds, training, placement, data maintenance, and recognition to sustain a core base of nearly 250 volunteers, interns, and community partners supporting MCSO operations. Due to the nature of the duties involved in most placements, it is necessary to conduct an in-depth background review process prior to assignment, as well as ongoing review to ensure compliance with agency and county policies and procedures and to ensure the safety and security of operations.

Volunteers and community partners assist the Multnomah County Sheriff's Office in achieving its organizational mission of providing quality, cost-effective prevention, intervention, and detention services to the community. By monitoring the agency's needs, Volunteer Services works to find professionals willing to share their time and expertise in many vital areas. Placement opportunities include involvement in jail programs such as education services, domestic violence prevention and safety planning, employment resources and transition services, alcohol/drug prevention and education, and 12-step meetings, which assist with transition services and the reduction of tensions within a facility/housing area. Other agency placements include assignments with River Patrol, the Cold Case Team, Citizen Patrol in the Gorge, Human Trafficking, Enforcement Records, and other support services.

The Multnomah County Sheriff's Office values all direct service work provided by community partner organizations. Most directly related to the work of the Sheriff's Office is addressing the needs of vulnerable and/or criminal justice involved populations, such as individuals struggling with mental health, addictions, employment/financial resources, and homelessness. MCSO's dedication to facilitating access, as volunteers/community partners for organizations staff with criminal justice involved individuals, promotes fiscally responsible practices and ensures continuity of care.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of service hours contributed by MCSO volunteers, interns & community partners	14,673	10,470	15,000	14,750
Outcome	Dollar value savings resulting from contributions of volunteer time	330,876	236,000	350,000	300,000
Output	Number of applicant inquiries and pre-screening reviews	325	400	350	350
Outcome	Number of MCSO work units supported by volunteers, interns, community partners	20	20	20	20

Performance Measures Descriptions

The Independent Sector hourly valuation of volunteer time is \$24.69 based on 2017 figures.

Legal / Contractual Obligation

Compliance monitoring of PREA (Prison Rape Elimination Act) and Harassment and Discrimination policies

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$115,163	\$0	\$122,026	\$0
Materials & Supplies	\$4,366	\$0	\$4,474	\$0
Internal Services	\$0	\$0	\$426	\$0
Total GF/non-GF	\$119,529	\$0	\$126,926	\$0
Program Total:	\$119,529		\$126,926	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60435-19 Volunteers

Department:	Sheriff	Program Contact:	Nick Jarmer
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:	60350; 60560		
Program Characteristics:			

Executive Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. Early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members. This program provides a Program Administrator to coordinate a dedicated 59 bed dorm for Justice Reinvestment programming.

Program Summary

Research has shown that education provided to incarcerated individuals addressing readiness for addictions treatment and employment can increase an opportunity for success resulting in a potential for reduced recidivism. Bringing a targeted group of offenders together within one dorm allows an increase in access to professionals and programming.

MCJRP eligible individuals will be identified early to allow for pre-conviction services and to continue on a more intensive track once formally sentenced. As the process develops, MCJRP participants in the dorm will have the opportunity to act as peers to assist new participants in positive social interactions and role modeling. Already existing in-jail programming will be restructured and partnerships will be expanded to develop additional services in order to remain fiscally responsible and maximize resources. In addition, the increase of multidisciplinary staff within jail housing will offer a positive and productive milieu to promote offender participation. By building rapport between MCSO staff, the Department of Community Justice (DCJ), community service providers, and offenders in custody, the program will encourage healthy relationships and continuity of care once released.

Coordination of intensive in-jail programmatic intervention based on the assessed needs of MCJRP eligible adults in custody assists in increasing the likelihood of success in the community post release. In-jail MCJRP intervention requires a partnership between MCSO and the DCJ to create a dedicated housing location within MCSO's Inverness Jail allowing for saturated in-jail programming and proactive linkage to community providers, therefore offering an increased opportunity for offender success upon release.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of MCJRP adults in custody placed in dedicated dorm to receive in jail programming	664	746	675	675
Outcome	Average number of programming hours (not including work crew) attended daily per adult in custody	3.3	2.6	4.0	3.5

Performance Measures Descriptions

Data come from SWIS and the programs database.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$148,561	\$0	\$150,744
Internal Services	\$0	\$16,223	\$0	\$15,074
Total GF/non-GF	\$0	\$164,784	\$0	\$165,818
Program Total:	\$164,784		\$165,818	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues

Intergovernmental	\$0	\$164,784	\$0	\$165,818
Total Revenue	\$0	\$164,784	\$0	\$165,818

Explanation of Revenues

\$165,818 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2019: 60440-19 HB3194 Justice Reinvestment - Program Administrator

The Treatment Readiness Dorm realized an increase in the number of MCJRP participants passing through given the following:

- Stats for Tx Dorm started in May of 2016, lacking a full year of Fiscal Year data.
(A typical 78 bed dorm can easily turnover more than 800 bodies in a year's time.)
- Moved from a 58 bed dorm to a 78 bed dorm on 4/20/2017.

Program #60445A - Close Street

6/20/2019

Department:

Sheriff

Program Contact:

Nick Jarmer

Program Offer Type:

Existing Operating Program

Program Offer Stage:
 As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Corrections Services Division Close Street Supervision Unit is an intensive supervision program that provides pretrial services to arrestees of Measure 11 crimes, domestic violence cases, and a select group of clients with behavioral health needs. Deputies interview defendants and conduct investigations to present the Court with accurate, timely, and impartial information, which assists the Judge in making an informed release decision. This program supports both accountability and re-entry of incarcerated adults into the community while increasing available jail beds.

Program Summary

The Close Street Supervision (CSS) Unit provides exceptional service to the community by utilizing methods of supervision that support accountability while transitioning pretrial defendants out of jail beds.

At the direction of the Court, CSS is designed to provide intensive, individualized supervision and management of multiple need pretrial arrestees who would otherwise be ineligible for release. This program is aimed to support and enhance community safety by assessing a broad number of the in-custody population for program suitability, expanding case management and supervision, and providing timely consequences for program violations.

Most recently, the CSS program has realized a dramatic increase in cases from approximately 215 to 320, with the current funding level designed for a caseload of 125. Although, the CSS program is still operating at the expanded caseload, the strain on the resources is impacting the program's overall effectiveness, system partners, CSS staff, and the individuals assigned to pretrial supervision. Additionally, community involvement and accountability is limited to an administrative process, which will begin to challenge program effectiveness.

Compared to other pretrial supervision programs, the program's success rates rank among the highest in the nation. An audit demonstrated that of the almost 1,200 defendants supervised in 2010, more than 96% were successful; appearing for all scheduled court dates and committing no new crimes while under supervision. More than 99% of Close Street supervised arrestees successfully complete the program with no new offenses. Close Street participants also appeared for all scheduled court dates 98% of the time. The national average for both of these measures is 80%**.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of referrals to the Close Street program	1,208	na/-	1,490	2,200
Outcome	Average number of supervised people per deputy	36	na/-	65	97
Outcome	Percent of population appearing for all court dates during supervision	97%	96%	96%	96%
Outcome	Percent of population arrested for new crimes during supervision	3%	4%	4%	4%

Performance Measures Descriptions

The Output, "Total number of referrals..." was introduced to capture the front end volume of administrative and investigative work that goes unaccounted for by only reporting on supervised clients. These have been increasing per the courts. Optimal caseload: 30/deputy

*Audit of Multnomah County Pretrial Services conducted by the Multnomah County Auditor's Office (2011).

**Data compiled from Pretrial Justice in America: A Survey of County Pretrial Release Policies, Practices, and Outcomes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,075,654	\$0	\$1,110,779	\$0
Contractual Services	\$34,692	\$0	\$36,080	\$0
Materials & Supplies	\$29,309	\$0	\$34,333	\$0
Internal Services	\$57,470	\$0	\$74,599	\$0
Total GF/non-GF	\$1,197,125	\$0	\$1,255,791	\$0
Program Total:	\$1,197,125		\$1,255,791	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60445-19 Close Street

Department: Sheriff

Program Contact: Kurtiss Morrison

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Warehouse offers critical support to MCSO Corrections, Business Services, Law Enforcement, arrestees, pre-trial defendants, sentenced offenders, other agencies, and the public. Warehouse activities include requisitions and receiving and distributing equipment and supplies to support MCSO units. Also, the Warehouse provides commissary services that support the needs of adults in custody. The Warehouse, in cooperation with other county, state and federal entities, serves as the Receipt, Stage, and Storage (RSS) center in the event of certain countywide public health emergencies.

Program Summary

Within the Auxiliary Services Unit, the MCSO Warehouse facilitates the distribution of goods and services in support of MCSO operations and activities.

The receipt and distribution of property and supplies through the warehouse supports MCSO activities in eleven facilities, often on a daily basis. Receiving, warehousing, and distributing items used by MCSO requires continual attention to ensure accurate and timely logistics outcomes. The Warehouse supports the needs of persons in custody, through ordering and delivery of detention facility supplies, as well as encompasses commissary operations. Warehouse staff emphasize the safety and security of personnel and those in custody as their highest priority. Operational goals are prioritized, with emphasis on supporting the health, safety, and well-being of persons in custody in conjunction with the support of all MCSO operations.

Warehouse personnel train routinely as part of RSS operational readiness planning and response. This effort requires a keen focus on situational readiness and a tested collaborative approach to ensure success during times of crisis. This is a collaborative partnership with the Multnomah County Health Department, Emergency Management, and other state and federal entities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total dollar value of purchase orders processed for Warehouse items	690,750	na/-	597,841	650,000
Outcome	Total number of delivery stops made	3,149	3,000	3,240	3,240

Performance Measures Descriptions

"Total dollar value of purchase orders processed for Warehouse items" is a new performance measure. "Total number of delivery stops made" from internal daily/monthly spreadsheet data provided by EPT Robert Sumpter.

Legal / Contractual Obligation

Oregon Jail Standards:

Commissary: G03.01.00, G03.01.01, G03.02.00, G03.02.01, G03.02.02, G03.02.03, G03.02.04, G03.03.00, G03.03.01, G03.03.02

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$857,204	\$0	\$889,584	\$0
Materials & Supplies	\$19,345	\$0	\$18,829	\$0
Internal Services	\$176,459	\$0	\$173,835	\$0
Total GF/non-GF	\$1,053,008	\$0	\$1,082,248	\$0
Program Total:	\$1,053,008		\$1,082,248	
Program FTE	6.60	0.00	6.60	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60450-19 Procurement & Warehouse

This program offer was previously combined with Procurement. For FY 2020, Procurement has been moved to the Fiscal Services Unit and the Warehouse is a standalone offer. This action moved 1.67 FTE from this Program Offer to PO 60210 (Fiscal Services Unit).

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Within the Auxiliary Services Unit, the Property and Laundry component performs mandatory functions required by Oregon Revised Statues (ORS). MCSO Property Technicians conduct the inventory of all inmate property and ensure safe, secure storage of property entrusted to their care. Through the inventory process, they are also able to safely identify and ensure removal of prohibited items from the detention facilities. MCSO also provides reliable laundry services for persons in custody, issuing them clean clothing and linens, which are in good condition and repair.

Program Summary

Consistent with governing statute, the Auxiliary Services Unit (through the Property and Laundry Component) is responsible for the inventory and secure storage of all inmate property and valuables on a continuous basis. The meticulous inventory and careful storage of inmate property allows for accurate accountability and prevents the introduction of prohibited items from entering detention facilities. Property staff ensure that the personal possessions of adults in custody are stored in a secure and respectful manner and that all funds associated with each individual are accounted for. Property responsibilities include bail checks, property and money, releases, and preparation of all out-of-county transports through MCSO facilities.

Laundry Services ensures that adults in custody are provided with clean, serviceable clothing and linens. Clean laundry and linen products are provided on a bi-weekly basis. Sewing services are also provided to mend and prolong the life of jail clothing, as well as alterations to staff uniforms. This in-house service provides cost savings to the County by extending the life of certain textiles and by not incurring contractor costs for similar services outside of MCSO.

Laundry services are also provided to the Juvenile Detention Facility and Transition Projects Warming Centers. Transition Projects serves the homeless population, and the Laundry Facility provides clean blankets twice weekly during the cold winter months. Additionally, the Laundry Facility provides clean blankets throughout the entire year, as well as during the winter months to other designated locations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Pounds of clean laundry processed for inmates	925,328	1,150,000	960,707	960,707
Outcome	Total paid claims regarding lost/missing inmate property	6	4	6	6
Outcome	Total bookings/releases processed by Property	59,606	58,000	60,453	60,453

Performance Measures Descriptions

"Pounds of clean laundry processed for inmates" from an internal daily spreadsheet, maintained on the MCSO shared drive. Data provided by Lead EPT Chris Winegerd. "Total paid claims regarding lost/missing inmate property" provided by Corvel. "Total booking/releases processed by Property" from Planning and Research, Tardis Report 703 (total bookings) and Tardis Report 695 (ALS/Releases). Data from SWIS.

Legal / Contractual Obligation

Revised Statutes: Property: 133.455, 169.076 Laundry: 169.076, 169.077 Property/laundry services are mandated and must be provided regardless of number of inmates incarcerated. Oregon Jail Standards

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,059,143	\$0	\$2,170,079	\$0
Materials & Supplies	\$139,846	\$0	\$97,218	\$0
Internal Services	\$268,841	\$0	\$268,123	\$0
Capital Outlay	\$125,000	\$0	\$128,125	\$0
Total GF/non-GF	\$2,592,830	\$0	\$2,663,545	\$0
Program Total:	\$2,592,830		\$2,663,545	
Program FTE	20.00	0.00	20.00	0.00

Program Revenues

Service Charges	\$5,000	\$0	\$5,000	\$0
Total Revenue	\$5,000	\$0	\$5,000	\$0

Explanation of Revenues

General Fund:

\$5,000 - Reimbursement for Providing Commercial Laundry Services

Significant Program Changes

Last Year this program was: FY 2019: 60455-19 Property & Laundry

Department: Sheriff

Program Contact: Kurtiss Morrison

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Commissary is a self-sustaining program; it does not utilize funding from the Inmate Welfare Fund (IWF) or the General Fund. Proceeds from Commissary operations are directed into the Inmate Welfare Fund, which provides direct services and products that otherwise may not be funded for the benefit of adults in custody. In addition, Commissary personnel are also included as part of the RSS (Receipt, Stage, and Storage) operations, as support for certain countywide public health emergencies.

Program Summary

Commissary, which is part of the IWF, successfully provides culturally compatible products to adults in custody at competitive pricing. Commissary provides a sense of normalcy to individuals while incarcerated. Available items in commissary include personal hygiene products, stationery, and a variety of food items.

An internal commissary system provides improved contraband control, while allowing adults in custody to buy approved and appropriate items. Commissary promotes positive behavior among the in-custody population, with increased access to purchase a larger variety of commissary items based on their housing location. The Commissary program is an important asset to MCSO's facilities, as both a behavioral management tool and a revenue stream that assists in providing services to adults in custody within MCSO detention facilities. Funds received from Commissary are reinvested to directly benefit adults in custody. The detention facilities do not make a profit from commissary sales. Profits from commissary sales are directed into the IWF, which is then utilized to fund additional support services for detainees including chaplain resources, library materials, as well as assistance to in-custody adults who are indigent. These additional services boost morale and create a better atmosphere for those in custody, as well as detention staff.

As of November 1, 2017, inmate accounts changed to a 70/30 split. Monetary deposits for adults in custody are split with 70% of the funds going to a trust account for spending while in custody, and 30% being applied to debt or other funds owed. This change has significantly increased commissary order size and frequency. Adults in custody, who were commonly indigent due to funds owed, now have the ability to place commissary orders on a more frequent basis.

Additionally, Commissary personnel train routinely as part of RSS operational readiness planning and response. Staff plan in a collaborative partnership with the Multnomah County Health Department, Emergency Management and other county, state, and federal entities to assist in the event of certain countywide public health emergencies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of commissary orders filled for inmates	51,594	54,500	55,953	60,312
Outcome	Total dollars of commissary sales	1,039,088	800,000	1,092,108	1,110,000

Performance Measures Descriptions

Data from the Inmate Accounting System (SWIS).

Legal / Contractual Obligation

Charter 6.50(1)

Operational Procedures 06.106.010 – 06.106.088

Oregon Jail Standards F-301, F-302, F-303, F-304, F-305, F-306

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$384,608	\$0	\$455,218
Contractual Services	\$0	\$0	\$0	\$5,000
Materials & Supplies	\$0	\$574,702	\$0	\$726,781
Internal Services	\$0	\$90,762	\$0	\$103,661
Total GF/non-GF	\$0	\$1,050,072	\$0	\$1,290,660
Program Total:	\$1,050,072		\$1,290,660	
Program FTE	0.00	3.73	0.00	4.23

Program Revenues				
Other / Miscellaneous	\$0	\$1,034,072	\$0	\$1,172,172
Beginning Working Capital	\$0	\$0	\$0	\$100,988
Service Charges	\$0	\$16,000	\$0	\$17,500
Total Revenue	\$0	\$1,050,072	\$0	\$1,290,660

Explanation of Revenues

Inmate Welfare Trust Fund:

\$100,988-Beginning Working Capital from FY19 Carry-over

\$1,138,812 - Revenue from Commissary Sales to Inmates (Based on FY 19 Mid-year actuals Jul-Oct)

\$17,500 - records requests, hearing fees, statement requests, grievance fees, food handlers certificate fees

\$30,000 - hygiene kits and copies

\$3,360 - disciplinary fines

Significant Program Changes

Last Year this program was: FY 2019: 60460-19 Commissary

Combine Inmate Welfare Fund and Commissary into one FY2020 Program Offer. Added .5 FTE Chaplain funded by additional Commissary revenue.

Department: Sheriff

Program Contact: Monte Reiser

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Enforcement Division administration provides administrative leadership and strategic direction to the Sheriff's Office Enforcement Division. The Division administration develops Sheriff's policies and directives into the Enforcement program offerings that serve the public of Multnomah County.

Program Summary

The Enforcement Division is responsible for the protection of life and property and for enforcement of the Oregon Criminal Code, County Ordinances and contract city codes. Enforcement Division provides police and marine patrol, investigative services, civil process services, and participates in multi-agency task forces. The Enforcement Division also collaborates with County Emergency Management to plan and staff emergency operations. The programs operated by these divisions address all the major factors in citizens feeling safe at home, work, school and play – namely the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide for treatment and rehabilitation resources, education and leverage collaboration with other community safety system providers. Division Directors are responsible for policy development, the assignment of resources, and oversight for all Division functions. They provide supervision, coordination, and management to the Divisions.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent performance measurements met in Division	85%	85%	87%	85%
Outcome	Number of new hires in Enforcement Division	12	15	12	12

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Enforcement Admin. During agency restructuring, some units moved from Enforcement to Business Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$413,284	\$0	\$448,925	\$0
Contractual Services	\$52,470	\$0	\$7,002	\$0
Materials & Supplies	\$152,076	\$0	\$155,878	\$0
Internal Services	\$142,368	\$0	\$144,422	\$0
Total GF/non-GF	\$760,198	\$0	\$756,227	\$0
Program Total:	\$760,198		\$756,227	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60500-19 Enforcement Division Admin

Reduced M&S budget to fund .5 FTE Chaplain position in the Inmate Programs PO.

Department:	Sheriff	Program Contact:	Travis Gullberg
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The Patrol Unit protects citizens residing and/or recreating in unincorporated Multnomah County by responding to emergencies, patrolling neighborhoods, performing traffic safety duties and providing education throughout the communities. Patrol provides emergency preparedness, assistance and intervention as part of the treatment service continuum. Patrol deputies and sergeants develop and implement community policing projects utilizing community based policing principles and frontline human services while providing safety to citizens.

Program Summary

Patrol provides 24/7 protection of life and property for visitors and residents living in the unincorporated areas of Multnomah County. They provide protection services by responding to service calls through the 911 system, non-emergency dispatch or self-initiated field activities. Deputies are the first responders to any emergency requiring an immediate response. Working with schools, businesses and neighborhood associations, deputies seek to understand community needs and use problem solving skills to assess, investigate, and intervene in criminal and gang related activities. Criminal intervention sometimes results in disruption of the family unit and deputies use social service providers to help stabilize children and families through housing, health and mental health services. Traffic safety through education and intervention provides safe streets and highways to access commerce and recreation opportunities for the community. A visible public safety system is critical for citizens in feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety. The Patrol Unit works actively with citizen groups and neighborhood associations to develop agreed upon response plans for identified problems. The Patrol Unit provides the introduction of county-wide social service programs to the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Calls for service	63,248	65,000	65,946	66,000
Outcome	Number of arrests generated from calls for service	3,378	3,500	3,798	3,500
Outcome	Average response time (minutes)	10	12	10	10

Performance Measures Descriptions

Calls for service includes self-initiated and dispatched incidents. Response time is for dispatched calls only. Data from BOEC. Arrest data from RegJIN. Increases calls for service and arrests due to Troutdale consolidation.

Legal / Contractual Obligation

ORS 206.010, General duties of sheriff ORS 204.635, Deputies of sheriff; special appointment, authority of; liability of ORS 206.210, Authority of sheriff over organization of office ORS 206.345, Contracts with cities, authority under contract ORS 401.560, Search and Rescue, responsibilities of sheriff.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$10,975,983	\$119,078	\$11,966,489	\$140,004
Contractual Services	\$2,348	\$3,000	\$2,442	\$3,000
Materials & Supplies	\$484,737	\$125,375	\$367,042	\$125,375
Internal Services	\$1,364,667	\$13,004	\$1,649,805	\$16,996
Capital Outlay	\$282,990	\$0	\$290,065	\$0
Total GF/non-GF	\$13,110,725	\$260,457	\$14,275,843	\$285,375
Program Total:	\$13,371,182		\$14,561,218	
Program FTE	61.75	0.00	61.75	0.00

Program Revenues				
Intergovernmental	\$0	\$95,000	\$0	\$115,000
Other / Miscellaneous	\$0	\$30,000	\$0	\$40,000
Beginning Working Capital	\$0	\$108,375	\$0	\$108,375
Service Charges	\$5,924,750	\$27,082	\$6,220,836	\$22,000
Total Revenue	\$5,924,750	\$260,457	\$6,220,836	\$285,375

Explanation of Revenues

General Fund: - \$38,695-Maywood Pk (4% CPI increase from Prev. Year); \$446,328-Wood Village (4% CPI increase from Prev. Year); \$3,173,872-City of Troutdale Contract per Budget Office's GF Allocation Sheet, increased by CPI rate; \$2,561,941-City of Fairview Contract per Budget Office's GF Allocation Sheet, increased by CPI and new PERS rate

Fed/State Fund: \$22,000-Patrol Services to OR State Parks within Multnomah County; \$20,000-OSSA Seatbelt Grant; \$20,000 - OSSA DUII Grant; \$80,000 - Patrol Services to OR Dept. of Transportation Construction Zones and Truck Inspections; \$15,000 - Speed Enforcement for ODOT; \$83,375 - House Bill 4152 funding for Search & Rescue

Special Ops Fund: \$20,000-Reimbursement from OR Fire Marshal for Hazardous Materials Activities; \$25,000-Estimated carry-over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 60505-19 Patrol

Department: Sheriff

Program Contact: Travis Gullberg

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Civil Unit is the enforcement arm of the civil and probate court system. Notice and enforcement actions originate through the civil, probate, and family courts and are processed through the delivery and services made by this unit. Civil enforcement actions are statutorily mandated to the Sheriff.

Program Summary

The Civil Unit is the ministerial arm of the circuit court. All court actions are initiated through a written notification to parties of a pending action and these documents are delivered by the Civil Unit. Through the Civil Unit, court orders to seize and sell property, satisfy landlord/tenant actions, and enforce child custody disputes are enforced in an objective, fair, and equitable manner in compliance with Oregon statutes and rules on civil procedure. Through probate court, families, police officers and other interested parties seek involuntary commitment for allegedly mentally ill persons suffering from episodes so debilitating that they are a danger to themselves or others. The Civil Unit deputy locates, transports, and provides security for the person and the court. When domestic violence threatens the family unit, deputies in the Civil Unit serve domestic violence restraining orders to protect family members from violence and aggressive behavior.

Civil Unit deputies experience incidents of physical resistance when performing their duties. In particular, evictions may involve subjects who barricade themselves requiring a substantial dedication of resources and time. Often times, these incidents require the skill of the Multnomah County Special Weapons and Tactics Team to perform a measured response tactical entry into the residence to execute the eviction while providing safety for nearby citizens. Persons subject to the court's orders have threatened harm to uniformed staff, displayed firearms, discharged firearms, and fortified apartments and homes to prevent the court action. It is routine for persons to hide within dwellings to avoid being contacted by civil deputies. A balanced public safety system provides citizens the ability and right to address their grievances in a safe, fair, and equitable manner.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals served through civil process	10,544	12,000	11,000	11,000
Outcome	Percent protective orders served	63%	70%	65%	65%
Output	Number of evictions	755	850	900	850

Performance Measures Descriptions

Data from the "Civil Process" data base.

"Percent successfully served documents" is reduced due to varying "titles" of civil documents thus one documented service may involve multiple types of civil process.

Legal / Contractual Obligation

ORS 107.720-730, 206.010-070 and 180, 433.355, 93.530 and Chapter 23. Oregon Rules on Civil Procedure Rule 7.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,511,091	\$0	\$1,294,282	\$0
Contractual Services	\$1,173	\$0	\$1,220	\$0
Materials & Supplies	\$41,297	\$0	\$42,054	\$0
Internal Services	\$159,368	\$0	\$167,332	\$0
Total GF/non-GF	\$1,712,929	\$0	\$1,504,888	\$0
Program Total:	\$1,712,929		\$1,504,888	
Program FTE	11.00	0.00	8.00	0.00

Program Revenues

Fees, Permits & Charges	\$250,000	\$0	\$188,183	\$0
Service Charges	\$241,600	\$0	\$220,250	\$0
Total Revenue	\$491,600	\$0	\$408,433	\$0

Explanation of Revenues

General Fund:

\$188,183 - Civil Process Fees and Civil Foreclosure Fees due to property sales

\$220,000 - Circuit Court Revenue

\$250 - Reimbursement for State Extraditions

Based on FY 2019 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2019: 60510-19 Civil Process

Reduced 3.0 FTE to meet constraint for FY20.

Program #60515A - River Patrol

6/20/2019

Department:	Sheriff	Program Contact:	Joel Wendland
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

The Sheriff's River Patrol Unit partners with the Oregon Marine Board, the Port of Portland, and the U.S. Coast Guard to provide safe commercial and recreational access and passage to the county's 110 miles of waterways along the Columbia River, Willamette River, Sandy River and Multnomah Channel. The River Patrol Unit provides law enforcement and search and rescue services to all river, lake, shoreline and island locations in Multnomah County.

Program Summary

The River Patrol Unit provides protection and intervention for the numerous county moorages, marinas, and houseboat communities. The country's fifth largest port requires unobstructed ingress and egress of commercial ship movement into the region. Marine deputies respond to all life threatening marine calls for service such as boat collisions, drowning, missing persons, and environmental hazards. Deputies provide boater safety education and intervention through classroom, boat inspections and enforcement activities. It is crucial for the local economy that cargo vessels, carrying consumer products, efficiently transport these goods in a timely and efficient manner. In FY 2015, the Port of Portland moved 8,380,848 short tons of cargo through its facilities and there were 352 calls to port terminals by ocean-going vessel. Community livability contributes to a thriving economy and access to work, cultural, and recreational activity is an important element of a thriving economy. River Patrol participates in regional multi-agency marine security drills to promote efficient coordination of first responder resources. This unit provides critical infrastructure security protection along Multnomah County waterways. The Oregon Marine Board contributes approximately one third of the funding needs for the Sheriff's Office River Patrol. The River Patrol Unit is key to emergency preparedness on/near the regional waterways; they participate in numerous agency collaborations and are a significant function to a visible public safety system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Hours of community water safety education	208	250	200	200
Outcome	Number of citizens issued boater examination reports, warning, and citations	1,429	2,700	2,000	2,000

Performance Measures Descriptions

Data from Oregon State Marine Board website "Number of citizens issued boater examination reports, warning, and citations" includes the following boater contact types: HIN Insp, Pass MTR, Fail w/warn MTR, Fail w/cite MTR, Pass NM, Fail w/warn NM, and Fail w/cite NM.

Legal / Contractual Obligation

Patrol operates under ORS Chapter 830 and contracts with the Oregon Marine Board.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,465,212	\$792,781	\$1,597,629	\$752,953
Contractual Services	\$1,000	\$0	\$1,040	\$0
Materials & Supplies	\$159,775	\$41,751	\$118,046	\$30,185
Internal Services	\$265,173	\$1,575	\$288,186	\$1,732
Capital Outlay	\$33,797	\$227,990	\$34,642	\$0
Total GF/non-GF	\$1,924,957	\$1,064,097	\$2,039,543	\$784,870
Program Total:	\$2,989,054		\$2,824,413	
Program FTE	7.50	5.00	7.50	5.00

Program Revenues

Intergovernmental	\$0	\$1,023,097	\$0	\$743,870
Other / Miscellaneous	\$0	\$25,000	\$0	\$25,000
Service Charges	\$0	\$16,000	\$0	\$16,000
Total Revenue	\$0	\$1,064,097	\$0	\$784,870

Explanation of Revenues

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$743,870 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$25,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

Significant Program Changes

Last Year this program was: FY 2019: 60515-19 River Patrol

Department:

Sheriff

Program Contact: Harry Smith

Program Offer Type:

Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program provides for investigation of all crimes, including those involving homicide, sexual assault, burglary, fraud and theft to citizens and business, crimes against children, the elderly and property crimes. County-wide services provided by the Sheriff's Office include investigations of elder abuse crimes.

Program Summary

Detectives investigate all crimes that are not concluded by patrol deputies. The Detective Unit is responsible for responding to the scenes of crimes, conducting preliminary and follow-up investigations, preparing the required investigative reports, preparing an analysis of the report, apprehending the suspect, preparing the case for a successful prosecution, and testifying in court. The MCSO Detectives are part of the East County Major Crimes Team. The Countywide Investigation program funds the Sheriff's Office participation in several inter-agency teams. These teams are able to pool resources and leverage personnel for more effective results.

The Detective Unit also registers approximately 450 sex offenders annually and conducts sex offender compliance sweeps.

The Elder Abuse detective also works in a multidisciplinary team that works together to help keep seniors safe and investigates crimes against the elderly. The primary purpose of the Elder Abuse Detective is to help victims—current victims, future victims, potential victims. When elders are financially abused the best way to help them is to give them a sense of justice through effective investigation and prosecution which can result in restitution as part of the judgment. This detective works directly and is housed with Multnomah County Adult Protective Services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total cases investigated	408	450	454	225
Outcome	Total cases cleared	352	400	428	200
Output	Person crime cases investigated	301	300	326	175
Outcome	Person crime cases cleared	250	200	250	125

Performance Measures Descriptions

These performance measures are shared with Program Offer 60520B. Data from Law Enforcement Associates Data Technologies caseload database and RMS. The higher than projected case numbers are primarily due to the addition of the City of Fairview policing services MCSO now provides. Overall numbers of crimes investigated can fluctuate due to number of Major Crimes Team incidents within a given year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,184,240	\$178,641	\$2,108,248	\$37,671
Contractual Services	\$7,596	\$0	\$7,900	\$0
Materials & Supplies	\$41,139	\$0	\$42,166	\$0
Internal Services	\$185,932	\$19,507	\$218,460	\$4,573
Total GF/non-GF	\$2,418,907	\$198,148	\$2,376,774	\$42,244
Program Total:	\$2,617,055		\$2,419,018	
Program FTE	13.90	1.25	11.90	0.25

Program Revenues

Intergovernmental	\$0	\$198,148	\$0	\$42,244
Service Charges	\$36,000	\$0	\$36,000	\$0
Total Revenue	\$36,000	\$198,148	\$36,000	\$42,244

Explanation of Revenues

General Fund:
\$36,000-OT Reimbursement for USM Sex Offender Task Force

Federal/State:
\$42,243 - Domestic Violence (DVERT) Grant

Significant Program Changes

Last Year this program was: FY 2019: 60520-19 Detectives, INTERCEPT, Elder Abuse

The Sexual Assault Kit Initiative Grant ended in FY19 which reduced this program offer by 1.0 FTE.
Reduced 1.0 FTE (and moved to 60520B - U-Visa Detective).
Cut 1.0 FTE to meet budget constraint.

Department: Sheriff **Program Contact:** Harry Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Immigrant and Refugee Outreach Deputy that performs outreach and engagement in the community, specifically assisting in obtaining U-Visas. U-Visas are issued to those who are victims of, or witness, crimes.

Program Summary

The Immigrant and Refugee Outreach Deputy that performs outreach and engagement in the community, specifically assisting in obtaining U-Visas. U-Visas are issued to those who are victims of, or witness, crimes. The process is time intensive and reliant upon established trusting relationship with law enforcement; without it there will be less participation and it will be less effective program. Ultimately without this position we expect there to be victims of crime within the immigrant communities who will no longer report crimes to, and work with, law enforcement.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total cases investigated	408	450	454	225
Outcome	Total cases cleared	352	400	428	200
Output	Person crime cases investigated	301	300	326	175
Outcome	Person crime cases cleared	250	200	250	125

Performance Measures Descriptions

These performance measures are shared with Program Offer 60520A. Data from Law Enforcement Associates Data Technologies caseload database and RMS. The higher than projected case numbers are primarily due to the addition of the City of Fairview policing services MCSO now provides. Overall numbers of crimes investigated can fluctuate due to number of Major Crimes Team incidents within a given year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$78,982	\$0
Total GF/non-GF	\$0	\$0	\$78,982	\$0
Program Total:	\$0		\$78,982	
Program FTE	0.00	0.00	0.50	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60520-19 Detectives, INTERCEPT, Elder Abuse

This position was funded only for the first half of the Fiscal year (July - December, 2019). Then January 1st, this position will be cut. This is a reduction of .5 FTE.

Department: Sheriff

Program Contact: Harry Smith

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This offer purchases funding for a Corrections Sergeant to continue intelligence-gathering and intervention methodology regarding human trafficking as it is proliferated among jail inmates, to include the establishment of a screening instrument to identify at-risk pretrial inmates and sentenced offenders. This Sergeant collaborates with the Multnomah County Sex Trafficking Collaborative, International Human Trafficking Task Force and the Department of Justice Trafficking Intervention Advisory Committee to both aid in prosecution of Human Trafficking crimes and intervene with victims while in custody.

Program Summary

Human Trafficking is a crime that persists even within County jails. At-risk inmates are identified as a commodity, and, once out of custody, may be passed to persons involved in crimes such as coercion, prostitution, promoting prostitution, sex abuse, luring and purchasing of a minor and contributing to the delinquency of a minor. This offer continues funding for a Corrections Sergeant to develop, collect, analyze, organize, and disseminate intelligence information targeting human trafficking activities inside the jails. The Corrections Sergeant shares information with the various task force partners on potential perpetrators, maintains a database for tracking information, and uses a screening instrument to quickly identify vulnerable individuals including at-risk inmates.

Facilitated by the Corrections Sergeant, trafficking victims in custody are connected with in-jail programs and intervention/transition services with contracted non-government core service providers. Working with agencies that are part of the Multnomah County Sex Trafficking Task Force, trauma-informed care for victim needs are addressed, including shelter services, mental health and substance use services/treatment, mentorship, case management and confidential advocacy.

Individuals suspected or convicted of trafficking are identified where their information that may be used in further investigations. Trafficking purchasers, too, are being documented to provide additional intelligence on Human Trafficking crimes.

The Corrections Sergeant has been working with volunteer interns; mentoring potential criminal justice majors and having them assist with intelligence data entry and research. Interns have provided over 9,000 volunteer hours the last three fiscal years. The Corrections Sergeant also presents at local, regional and national law enforcement NGO and Public Events. Increasing the knowledge base of human trafficking is key to addressing this crime.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily number of Trafficking Victims in custody	na/-	na/-	15	15
Outcome	Average daily number of Traffickers Suspected/ Prosecuted in custody	na/-	na/-	88	88
Outcome	Involved Cases Prosecuted	19	15	15	15
Outcome	Involved Cases Pending Prosecution	29	20	35	30

Performance Measures Descriptions

Average daily number of Trafficking Victims/Traffickers are new performance measures. Suspected Traffickers are identified based on intelligence gathered across CSEC agencies. The performance measure numbers are from SWIS and spider web software.

Legal / Contractual Obligation

HB 2205 Appointment to Trafficking Intervention Advisory Committee; HB 3446A Provides that release decision for defendant charged with sex crime or crime constituting domestic violence must include order prohibiting contact with victim and third-party contact with victims while defendant is in custody; SB249A Establishes procedures for person to file motion to vacate judgment of conviction for prostitution if person was victim of sex trafficking at or around time of offense; SB250 Creates affirmative defense to crime of prostitution if, at time of alleged offense, defendant was victim of certain trafficking crime; HB3176A Authorizes court to consider whether defendant committed crime while under duress, compulsion, direction or pressure, including force, intimidation or coercion to cause the defendant to engage in a commercial sex act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$191,108	\$0	\$203,079	\$0
Materials & Supplies	\$0	\$0	\$426	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$191,108	\$0	\$203,505	\$0
Program Total:	\$191,108		\$203,505	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60521-19 In-Jail Human Trafficking

Through a sponsored amendment, this program offer has been funded with on-going general fund for Fiscal Year 2020.

Program #60525 - Special Investigations Unit

6/20/2019

Department:

Sheriff

Program Contact:
 Harry Smith

Program Offer Type:

Existing Operating Program

Program Offer Stage:
 As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program provides for the investigation of crimes involving the sale, distribution, and manufacturing of dangerous drugs. The Special Investigations Unit (SIU) is charged with enforcing state narcotics laws, prostitution activities, and assisting with advanced surveillance of major criminal cases. Emphasis of drug investigations is placed on narcotics distributors who supply to street level dealers, referred to as mid to upper mid-level narcotics traffickers. SIU is a resource for investigating and apprehending suspects involved in Human Trafficking of children.

Program Summary

The purpose of the Special Investigations Unit (SIU) is to investigate illegal drug activities in the Metro area, and other criminal activity as directed by the Sheriff. The unit conducts criminal investigations of street level illicit drug activity, up to and including the prosecution of federal narcotics crimes. Investigations often lead to Drug Trafficking Organizations (DTO's) that transport and eventually sell dangerous drugs for a profit. SIU investigations take them into areas considered hazardous to health and public safety. Investigations conducted by the SIU detectives have resulted in indictments and prosecutions in numerous meth lab cases. SIU coordinates clean-up of drug labs. With the changing needs and priorities of the communities, SIU has modified its mission over the past several years to accommodate the significant impacts of Methamphetamine and other dangerous drugs infesting neighborhoods, schools, recreational areas and work places. Statistics show that about 90% of all crime can be attributed to dangerous drugs in the community. The SIU program is partially funded through grants, revenues received from forfeitures and federal case funding.

SIU has the responsibility to proactively identify, investigate, prepare the required investigative reports, apprehend the suspect(s), prepare the case for a successful prosecution and testify in court in all cases dealing with illegal drugs and vice activities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	SIU drug cases	139	145	135	145
Outcome	Percent of SIU drug cases that are methamphetamine	35%	50%	50%	50%
Output	Number of searches	179	150	150	160
Outcome	Percent of searches resulting in an arrest	90%	55%	85%	85%

Performance Measures Descriptions

Data are compiled from an Excel database reported monthly. The numbers of drug cases conducted are tied solely to the unit's manpower. *the change in result of the last output and outcome is the addition of search warrants that are post arrest or investigative in nature, not only searches for drugs.

Legal / Contractual Obligation

ORS 206.010, General duties of sheriff

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,055,733	\$27,675	\$1,121,211	\$26,753
Contractual Services	\$0	\$279,303	\$0	\$230,000
Materials & Supplies	\$14,401	\$304,807	\$14,761	\$160,000
Internal Services	\$5,538	\$98,215	\$99,163	\$3,247
Capital Outlay	\$0	\$0	\$0	\$50,000
Total GF/non-GF	\$1,075,672	\$710,000	\$1,235,135	\$470,000
Program Total:	\$1,785,672		\$1,705,135	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues

Intergovernmental	\$0	\$160,000	\$0	\$110,000
Other / Miscellaneous	\$0	\$150,000	\$0	\$60,000
Beginning Working Capital	\$0	\$400,000	\$0	\$300,000
Service Charges	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$20,000	\$710,000	\$20,000	\$470,000

Explanation of Revenues

General Fund: \$20,000 - Overtime Reimbursement for US Marshal Fugitive Task Force Activity

Fed/State Funds: \$50,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$100,000 - Carry-over from Fiscal Year 2019; \$60,000 - Funding from HIDTA (High Intensity Drug Trafficking Activity) Grant.

Special Ops Funds: \$10,000 - Proceeds from Seizure/Forfeiture Auctions; \$50,000 - Proceeds from Civil Seizure/Forfeitures due to criminal activity, \$200,000 - Carry-over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 60525-19 Special Investigations Unit

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This program supports the Sheriff's Office participation in the TriMet Transit Police. TriMet police officers are funded through TriMet to maintain a safe transit system.

Program Summary

Transit police ensure a safe transit system by performing preventative patrol on TriMet's buses, trains and at TriMet's facilities, including the Portland Transit Mall. Deputies search for explosives and suspicious objects or behavior. TriMet transit police investigate crimes committed on TriMet property including those involving trespass and disorderly conduct. Transit deputies work in uniform and the unit has a plainclothes detail.

During fiscal year 2014, TriMet provided nearly 100 million trips on its buses and trains to residents and visitors in the greater Portland metropolitan. Even though the area ranks 24th in population, TriMet ranks 9th in per capita transit ridership, with more people riding transit here than in larger cities, such as Dallas, Denver and San Diego.

TriMet is committed to maintaining a safe and secure transit system that is essential to the region. Together, TriMet, the Transit Police Division and other security partners, keep the system safe for riders and the community. Transit Police officers provide a daily visible presence, patrolling the transit system, conducting missions and enforcing TriMet Code.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of calls for service	5,153	5,200	5,200	5,500
Outcome	Number of reported offenses for TriMet violations	1,643	2,000	2,000	2,500
Output	Number of TriMet exclusions	126	150	150	175

Performance Measures Descriptions

Calls for service data are from RegJIN Cognos query. Incidents with TMET, TMETP, and TMETW as the final type code. Increases may be due to the addition of light rail.

Number of reported offenses for TriMet from Versadex RMS Event Query, offense '998.' Exclusion data are offense "9981."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,035,356	\$0	\$1,060,408
Internal Services	\$0	\$113,061	\$0	\$128,734
Total GF/non-GF	\$0	\$1,148,417	\$0	\$1,189,142
Program Total:	\$1,148,417		\$1,189,142	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues

Service Charges	\$0	\$1,148,417	\$0	\$1,189,142
Total Revenue	\$0	\$1,148,417	\$0	\$1,189,142

Explanation of Revenues

Special Ops Fund:

\$1,189,142 - Transit Patrol Services provided for Tri-met

Significant Program ChangesLast Year this program was: FY 2019: 60530-19 TriMet Transit Police

Department:	Sheriff	Program Contact:	Travis Gullberg
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

This program combines Community Resource Deputies and School Resource Officers (SROs). Community deputies assist with emergency preparedness and safety education and regularly meet with the community. SROs are the conduit among schools, law enforcement, and social services. These deputies also provide first-line defense if a violent, active threat is present.

Program Summary

MCSO provides 24/7 public safety coverage for the residents living in the unincorporated areas of Multnomah County. On the eastside, these areas include the Columbia River Gorge and Corbett; the Westside includes Sauvie Island and Dunthorpe. Deputies are first responders to any emergency requiring an immediate response. Working with schools, businesses, and neighborhood associations, deputies seek to understand community needs and using problem solving skills to assess, investigate, and intervene in criminal activities.

The Corbett and Reynolds School Resource Officers work with at-risk children and their families and provide educational classes addressing various issues including drug use. Deputies provide the first necessary step toward intervention. They are not only a stabilizing force for youth, but in many cases act as role models toward the juveniles they encounter daily. SRO activities include: illegal drug enforcement, prevention and education; providing resources for guiding and intervening with at risk high school students by supporting their teachers and parents; and intervening in the exploitation, molestation and physical abuse of children and assisting their families.

A visible public safety system is a critical factor to citizens feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Student Contacts	3,002	2,500	3,000	3,000
Outcome	Percentage of students involved in crimes	0.06%	0.05%	0.06%	0.06%
Output	Hours of classroom education	230	250	230	230
Output	Number community meetings attended	270	250	300	300

Performance Measures Descriptions

“Hours of Classroom Education” includes 24 hours of “MCSO Youth Academy” classroom hours.

Legal / Contractual Obligation

ORS 206.010, General Duties of Sheriff.

ORS 204.635, Deputies of Sheriff; Special Appointment, Authority, etc.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$972,899	\$44,817	\$780,142	\$47,389
Materials & Supplies	\$8,863	\$0	\$9,084	\$0
Internal Services	\$9,973	\$4,894	\$10,852	\$5,753
Capital Outlay	\$10,000	\$0	\$10,250	\$0
Total GF/non-GF	\$1,001,735	\$49,711	\$810,328	\$53,142
Program Total:	\$1,051,446		\$863,470	
Program FTE	6.70	0.30	4.70	0.30

Program Revenues

Service Charges	\$525,690	\$49,711	\$554,594	\$53,142
Total Revenue	\$525,690	\$49,711	\$554,594	\$53,142

Explanation of Revenues

General Fund:

\$46,358 - Corbett School District pays a portion of the cost of the SRO

\$508,236 - Reynolds School District pays for four 0.75 FTE SROs

Fed/State Fund:

\$53,142 - Patrol Services provided to the US Forest Service during summer months

Significant Program Changes

Last Year this program was: FY 2019: 60535-19 School & Community Resource Officer Program

Reduced 2.0 FTE from this Offer to meet constraint for FY20.

Department: Sheriff

Program Contact: Travis Gullberg

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Community Resource Deputies assist with emergency preparedness and safety education and regularly meet with the community.

Program Summary

MCSO provides 24/7 public safety coverage for the residents living in the unincorporated areas of Multnomah County. On the Eastside, these areas include the Columbia River Gorge and Corbett; the Westside includes Sauvie Island and Dunthorpe. Deputies are first responders to any emergency requiring an immediate response. Working with schools, businesses, and neighborhood associations, deputies seek to understand community needs and using problem solving skills to assess, investigate, and intervene in criminal activities.

This Community Resources Deputy position assigned to Corbett will be restored. It is not mandated but very valuable to the community. The CRD currently provides direct policing services to the community and helps resolve increased problems related to livability issues. District is heavily used by recreationalists and other diverse visitor user groups.

A visible public safety system is a critical factor to citizens feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Student Contacts	3,002	2,500	3,000	3,000
Outcome	Percentage of students involved in crimes	0.06%	0.05%	0.06%	0.06%
Output	Hours of classroom education	230	250	230	230
Output	Number of community meetings attended	270	250	300	300

Performance Measures Descriptions

These performance measures are shared among the three resource deputy program offers, 60535 A, B, and C.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$157,964	\$0
Total GF/non-GF	\$0	\$0	\$157,964	\$0
Program Total:	\$0		\$157,964	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60535-19 School & Community Resource Officer Program

Reduced 2.0 FTE from Offer A and moved 1.0 FTE to this program offer to meet constraint for FY20.

Department: Sheriff

Program Contact: Travis Gullberg

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Community Resource Deputies assist with emergency preparedness and safety education and regularly meet with the community.

Program Summary

MCSO provides 24/7 public safety coverage for the residents living in the unincorporated areas of Multnomah County. On the eastside, these areas include the Columbia River Gorge and Corbett; the Westside includes Sauvie Island and Dunthorpe. Deputies are first responders to any emergency requiring an immediate response. Working with schools, businesses, and neighborhood associations, deputies seek to understand community needs and using problem solving skills to assess, investigate, and intervene in criminal activities.

The Community Resources Deputy position assigned to Sauvie Island will be restored. It is not mandated but very valuable to the community. The CRD currently provides direct policing services to the community and helps resolve increased problems related to livability issues. District is heavily used by recreationalists and other diverse visitor user groups.

A visible public safety system is a critical factor to citizens feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Student Contacts	3,002	2,500	3,000	3,000
Outcome	Percentage of students involved in crimes	0.06%	0.05%	0.06%	0.06%
Output	Hours of classroom education	230	250	230	230
Output	Number of community meetings attended	270	250	300	300

Performance Measures Descriptions

These performance measures are shared among the three resource deputy program offers, 60535 A, B, and C.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$147,535	\$0
Total GF/non-GF	\$0	\$0	\$147,535	\$0
Program Total:	\$0		\$147,535	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60535-19 School & Community Resource Officer Program

Reduced 2.0 FTE from Offer A and moved 1.0 FTE to this program offer to meet constraint for FY20.

Department:	Sheriff	Program Contact:	Travis Gullberg
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

This program was initially funded with one-time-only dollars for FY 2018. A team of two Deputies (2.00 FTE) provides consistent positive interaction with the homeless, connect them with needed services and provide resources for community engagement. MCSO coordinates with service providers and assist the vulnerable homeless population on a daily basis to ensure their fundamental needs are addressed.

Program Summary

The HOPE Team is comprised of two Deputies who provide consistent outreach to homeless citizens in order to connect them to services and find a path out of homelessness. The Team works collaboratively with service providers to meet the shared vision of A Home for Everyone – that no one should be homeless; everyone needs a safe, stable place to call home.

The HOPE Team partners with service providers including A Home for Everyone coordinators, the Portland Police Neighborhood Response Team and Behavioral Health Unit, Gresham Police Neighborhood Enforcement Teams, and the Multnomah County Joint Office of Homeless Services. The Team will also work with stakeholders including community groups and businesses to address public safety concerns and create collaborative response plans.

The HOPE Team will conduct field outreach on foot and bicycles in their effort to connect with this vulnerable population. Because some of the homeless may be experiencing mental health challenges, substance abuse issues, military veterans lacking support, or families in need of immediate assistance, the Team works to understand individual needs to match with appropriate services.

Being a first-responder to service calls associated with unlawful camping, the HOPE Team provides a compassionate, “outreach first” philosophy prior to enforcing unlawful camping ordinances. Homeless citizens are treated with dignity and respect in all contacts. When needed, the Team will coordinate clean-up activities with Sheriff’s Office Corrections Work Crews, ensuring the population’s valuables are kept safe and that the environment is restored.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Homeless Citizens Contacted	650	700	750	800
Outcome	Number of referrals made to services	200	500	250	300

Performance Measures Descriptions

Data based phone app; some HOPE Team makes contacts are not documented on the app.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$292,299	\$0	\$264,793	\$0
Internal Services	\$23,198	\$0	\$0	\$0
Total GF/non-GF	\$315,497	\$0	\$264,793	\$0
Program Total:	\$315,497		\$264,793	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60540-19 Homeless Outreach and Programs Engagement (HOPE) Team

Program #60545 - Gang Enforcement Deputy

6/20/2019

Department:

Sheriff

Program Contact:

Harry Smith

Program Offer Type:

Existing Operating Program

Program Offer Stage:
 As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program provides for the continued participation of the Sheriff's Office in the East Metro Gang Enforcement Team (EMGET). East Multnomah County has experienced a significant increase in crime, much of which can be attributed to an increase in gang-related activity.

Program Summary

MCSO participates in the interagency East Metro Gang Enforcement Team (EMGET). No individual law enforcement agency can adequately respond to this unique threat to life, property, and quality of life that has no jurisdictional bounds. As a result, East County law enforcement agencies have banded together to seek grants; improve interagency and interdisciplinary communications; coordinate field efforts, records, and information databases; empower residents and businesses to present a united front to counter gang activity; work in close cooperation with social services to address the issues that led persons into gangs and in preventative measures for those at risk for joining gangs; and collectively working with specifically assigned members of the District Attorney's Office to prosecute the gang involved criminal conduct. All these collective efforts are to identify gang members; reduce actual and feared gang related criminal activity; empower the community to unite against gang activities and influence; and provide enhanced and focused law enforcement efforts to reduce actual and feared gang related criminal activity.

In areas east of 162nd Avenue, the EMGET provides focused investigative assets towards gang related violent and other high impact neighborhood crimes; conducts proactive measures to prevent gang related crimes and activities; provides expertise to regular field staff and the community in gang issues; and collaborates with other criminal justice partners, social services, and neighborhoods to identify gang related issues and solve gang related problems. Criminal Justice partners include but are not limited to the Transit Police Detail, Portland Police Bureau, area School Resource Officers, Gresham Police Department, Fairview Police Department, Multnomah County Sheriff's Office, Multnomah County Department of Community Justice, and the US Marshal's Service. The deputy on EMGET is part of a close knit collaborative team also comprised of Police Officers from the cities of Fairview, and Gresham.

Presentations are made in high schools, middle schools, and community and business groups in regards to deterring gang involvement and gang involved activities. The EMGET also works with the Oregon Department of Justice to document confirmed gang members in a statewide database.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of cases referred to DA for prosecution	89	70	124	90
Outcome	Number of weapons seized	58	50	52	50

Performance Measures Descriptions

Data from EMGET, from Gresham Police

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$434,383	\$0	\$459,324
Internal Services	\$27,973	\$47,435	\$40,590	\$55,762
Total GF/non-GF	\$27,973	\$481,818	\$40,590	\$515,086
Program Total:	\$509,791		\$555,676	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues

Intergovernmental	\$0	\$481,818	\$0	\$515,086
Total Revenue	\$0	\$481,818	\$0	\$515,086

Explanation of Revenues

Fed/State Fund:

\$515,086 - Grant funding from Oregon Youth Authority for 3.00 FTE Gang Enforcement Deputies

Significant Program ChangesLast Year this program was: FY 2019: 60545-19 Gang Enforcement Deputy

Department:	Sheriff	Program Contact:	Travis Gullberg
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

Members of the MCSO "Green Hornet Trail Rescue Team" are specially trained endurance athletes, tasked with the reducing search and rescue response times to missing and endangered persons at or near Columbia River Gorge trail locations.

Program Summary

Annually, the Multnomah County Sheriff's Office Search and Rescue Unit (SAR) experiences a high volume call workload from May through September in the late afternoon and early evening hours. Typically, a tourist hiker that has gone for a day hike at one of the many trailheads in the Columbia River Gorge National Scenic Area and, due to reduced daylight, has become disoriented which may result in injury or death. The MCSO "Green Hornet Trail Rescue and wilderness Law Enforcement Team" mission will be to decrease the Search and Rescue response times to missing and endangered person's calls at or near Columbia River Gorge trail locations.

MCSO currently has members who are physically fit endurance athletes who are experienced with hiking, trail running, map reading, etc. By providing SAR training and necessary equipment, this program will significantly decrease SAR response call times and increase the opportunity to locate the lost and possibly injured persons much faster resulting in reduced overtime expense to MCSO (SAR related overtime averages approximately \$100,000 per year). Twelve team members can provide preventative and proactive law enforcement/education functions during trailhead heavy use days, further reducing search incidents and impacting high incidents of property crime at these locations.

In FY 2015, the Green Hornet Trail Rescue and Wilderness Law Enforcement Services Team utilized budgeted funds to train and equip members under newly established Oregon State Sheriff's Association search and rescue standards. This training added new capabilities which allow the team to be more effective in evening and night hours better meeting the needs of the hikers who find themselves lost and requiring rescue services. In the past, many searches had to wait for the next day break, this changes the outcome in favor of the lost hikers by the rescue team being less restricted by night conditions. Additionally, this program will develop strategies to actively engage in proactive education and enforcement activities response to search, rescue and public safety issues developed from the Eagle Creek Fire.

As hazardous conditions created by the fire continue to improve, it is anticipated that federal lands will incrementally re-open in FY19, providing for an increase in search and rescue incidents.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of searches for lost/missing hikers conducted	11	30	18	20
Outcome	Percentage of searches resulting in a found/rescued person	90%	95%	90%	90%
Output	Number of people provided hiking safety information	250	250	250	250

Performance Measures Descriptions

Data from emails but will improve with RegJIN data.

Legal / Contractual Obligation

Oregon Revised Statutes Chapter 404 - County sheriff's search and rescue authority and obligations

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$10,077	\$0	\$10,326	\$0
Materials & Supplies	\$10,404	\$0	\$10,404	\$0
Total GF/non-GF	\$20,481	\$0	\$20,730	\$0
Program Total:	\$20,481		\$20,730	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
---------------	-----	-----	-----	-----

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60550-19 Hornet Trail Rescue and Wilderness Law Enforcement Services Team

Department:	Sheriff	Program Contact:	Harry Smith
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:	60350; 60440		
Program Characteristics:			

Executive Summary

The Multnomah County Justice Reinvestment Program (MCJRP) - Law Enforcement Detail, is comprised of one MCSO Deputy and one PPB Officer. The detail was created to support the successful community supervision of (MCJRP) offenders.

Program Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members.

In cooperation with parole and probation officers, enforcement officers serve arrest warrants and detainees, assist with home visits, address verifications checks, transports to housing/appointments, welfare checks, assist with criminal investigations, and pro-actively patrol areas in which offenders reside or commit crimes. This program offer funds 1.00 FTE Enforcement Deputy to work in conjunction with a City of Portland Police Officer in the community supporting the Justice Reinvestment program.

Effective intervention to increase the likelihood of success for MCJRP eligible individuals and protect public safety requires swift/certain sanctions, home visits, and enforcement of court orders and warrants. This makes individuals accountable to program and supervision requirements while they are in the community.

Originally, the Law Enforcement Detail was comprised of more than 60 Law Enforcement Officers and Sheriff's Deputies from all partner agencies have volunteered for overtime shifts to participate in the detail. The detail appears to be successful in providing the identified benefits. However, it is agreed that rotating officers and deputies is not optimal because it limits consistent contact and practices to most effectively support the partnership with PPOs. The Law Enforcement Detail is now two full time spots filled by one MCSO Deputy and one PPB Officer. The full time spots have shown to be the most successful and effective method for creating meaningful relationships with PPOs and MCJRP offenders.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of arrest warrants and detainees served	178	100	180	180
Outcome	Number of assists to parole and probation officers	649	300	780	780

Performance Measures Descriptions

The Law Enforcement team is comprised of One MCSO Deputy and one PPB Officer. The data collected for reporting purposes will be pulled from RMS and Unit working database.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$149,387	\$0	\$157,964
Internal Services	\$0	\$16,313	\$0	\$0
Total GF/non-GF	\$0	\$165,700	\$0	\$157,964
Program Total:	\$165,700		\$157,964	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues

Intergovernmental	\$0	\$165,700	\$0	\$157,964
Total Revenue	\$0	\$165,700	\$0	\$157,964

Explanation of Revenues

Fed/State Funding:
\$157,964 - HB3194 Funding for Fiscal Year 2020.

Significant Program Changes

Last Year this program was: FY 2019: 60560-19 HB3194 Justice Reinvestment - Enforcement Deputy

Department:

Sheriff

Program Contact: Harry Smith

Program Offer Type:

Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Metro serves Clackamas, Multnomah, and Washington counties, and the 25 cities in the Portland metropolitan area. Metro protects open space and parks, plans for land use, and transportation, and manages garbage disposal and recycling for 1.3 million residents in three counties and 24 cities in the Portland metro region. Within this mission, the MCSO Metro Services Unit consists of two detectives who enforce disposal laws and Metro's rules and regulations for disposal and two corrections deputies that are in charge of two inmate work crews assigned to cleaning up illegal dump sites.

Program Summary

Through a contract with Metro, a regional government that serves Multnomah, Clackamas, and Washington counties, the Sheriff's Office provides two detectives to combat illegal dumping, conduct solid waste investigations and assist Metro staff address camping impacts on Metro properties. The detectives in this unit have knowledge of applicable laws and ordinances and work to enforce these laws. This includes (but is not limited to): investigation and surveillance of companies that haul waste to determine if they are disposing of solid waste properly, investigation of incidents of illegal dumping, coordination of efforts to curtail problems and educate stakeholders with issues associated with solid waste, surveillance of chronic dump sites, enforcement of cover load requirements, and the coordination of the legal removal of chronic transient camps.

Illegal dumping is a crime. Illegal dumping is a major problem that raises significant concerns with regard to safety, property values, and quality of life in the community. In addition, it is a major economic burden on local government, which is typically responsible for cleaning up dump sites. If not addressed, illegal dumps often attract more waste, potentially including hazardous wastes such as asbestos, household chemicals, paints, automotive fluids, and commercial or industrial wastes. Health risks associated with illegal dumping are significant.

The regional housing crisis is resulting in more people living outside. The detectives coordinate with Metro staff, local police departments including MCSO Hope Team and social service providers to ensure impacts to Metro's 17,000 acres of natural areas and parks are safely and humanely addressed. The need for this coordination increased significantly over the past two to three years which reduces the available time the detectives have to conduct investigations and surveillance. The Deputies skills and knowledge are a valuable asset to Metro as is the MCSO HOPE team.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of camp postings and cleanups (minimum of two days for count)	100	70	105	110
Outcome	Metro parks and natural areas are clean and safe for public use (number of different properties)	10	10	10	10
Output	Number of illegal dumping cases	300	300	300	300
Outcome	Dollar amount of illegal dumping fines	\$4,500	\$3,000	\$7,000	\$5,000

Performance Measures Descriptions

New performance measures to more accurately reflect work, esp. related to homeless camp/dump sites. Data per Stephanie Rawson of METRO: Numbers are for the program as a whole and do not reflect the actions of any single individual. Data from METRO's internal case load manager. The Deputies are also asked to help investigate impacts/damages to Metro properties. Camp cleanup assistance consists of a minimum of two days for each cleanup.

Legal / Contractual Obligation

Intergovernmental Agreement with Metro.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$506,564	\$0	\$537,906
Contractual Services	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$55,317	\$0	\$65,302
Total GF/non-GF	\$0	\$563,081	\$0	\$604,408
Program Total:	\$563,081		\$604,408	
Program FTE	0.00	3.45	0.00	3.45

Program Revenues

Service Charges	\$0	\$563,081	\$0	\$604,408
Total Revenue	\$0	\$563,081	\$0	\$604,408

Explanation of Revenues

Special Ops Fund:

\$604,408 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

Significant Program Changes

Last Year this program was: FY 2019: 60565-19 Metro Unit

Program #60570 - Logistics Unit

6/20/2019

Department: Sheriff

Program Contact: Bryan White

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Logistics Unit manages the Sheriff's Office fleet operations. This includes procurement and installation of electronic technology for fleet vehicles. This unit oversees maintenance and building modifications for the Sheriff's Office. Additional responsibilities are equipping personnel, processing evidence seized, and controlling agency communication needs.

Program Summary

The Logistics Fleet Section is responsible for the acquisition, repair, and maintenance of approximately 238 vehicles, utilizing a variety of vendors including coordination with the County Shops. The Logistics' Evidence Section is responsible for the safe keeping of evidence and the public's property and then returning property to the rightful owner; the unit returns approximately \$25,000 in unclaimed cash to the General Fund annually. Along with the Fleet and Property duties, Logistics ensures that equipment, supplies and uniform needs are met for Public Safety personnel so that they can then perform their duties and tasks at an optimal level. They also coordinate radio template upgrades, activation and deletion of Mobile Data Computers & 800 MHz radios with COMNET, a necessary part of the emergency communications within the Portland Metro area. Logistics is an integral support for both the Law Enforcement and Corrections operational functions in the Sheriff's Office. Functions such as fleet, radio and evidence handling are critical to operations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of evidence exhibits received, processed and bar-coded	15,800	16,500	17,000	17,000
Outcome	Number of cases closed and disposed	4,800	5,000	5,500	5,500
Output	Number of vehicle movements for maintenance and repair	1,182	800	1,200	1,200

Performance Measures Descriptions

"...evidence exhibits received, processed and bar-coded" and "...cases closed and disposed" from internal evidence database and LPT Tom Mitchell. "Vehicle movements for maintenance and repair" data from an internal database, provided by LPT Cory Reyes. With the addition of contract city Fairview, Vehicles and vehicle movements as well as evidence articles are increased for FY18 and FY19.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$455,740	\$0	\$494,257	\$0
Materials & Supplies	\$13,093	\$0	\$13,420	\$0
Internal Services	\$158,264	\$0	\$135,703	\$0
Total GF/non-GF	\$627,097	\$0	\$643,380	\$0
Program Total:	\$627,097		\$643,380	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 60570-19 Logistics Unit