

## ANNOTATED MINUTES

Monday, May 23, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602

### BUDGET WORK SESSION

WS-1     *Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 DEPARTMENT OF ENVIRONMENTAL SERVICES Budget.*

**BETSY WILLIAMS, MIKE OSWALD, MIKE ZOLLITSCH, JIM MANTHE, DOUG FISCHER, DAVE WARREN, WAYNE GEORGE, KATHY BUSSE, BOB THOMAS, SCOTT PEMBLE, DAVE BOYER, BOB KIETA, DAVE FLAGLER, JANICE DRUIAN, TOM GUINEY AND VICKI ERVIN PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS. STAFF TO RESPOND TO FOLLOW UP INFORMATION REQUESTS.**

Monday, May 23, 1994 - 11:30 AM  
Multnomah County Courthouse, Room 602

### BUDGET HEARING

*Chair Beverly Stein convened the hearing at 11:30 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

BH-1     **PUBLIC HEARING on the 1994-95 DEPARTMENT OF ENVIRONMENTAL SERVICES Budget. Testimony Limited to 3 Minutes Per Person.**

**JOHN MURPHY TESTIMONY ON BEHALF OF MHRC ADVISORY COMMITTEE FOR THE DISABLED URGING CONTINUED FUNDING FOR ADA COMPLIANCE. BILL PANARETOS TESTIMONY ON BEHALF OF THE BOARD OF EQUALIZATION REGARDING EQUIPMENT NEEDS, SECURITY CONCERNS AND INCREASED STIPEND FROM \$84 TO \$100. MR. PANARETOS RESPONSE TO BOARD AND STAFF QUESTIONS.**

*There being no further testimony, the hearing was adjourned at 11:37 a.m. and the work session reconvened. There being no further business, the meeting was adjourned at 11:53 a.m.*

---

Monday, May 23, 1994 - 1:30 PM  
Multnomah County Courthouse, Room 602

## **BUDGET WORK SESSION**

WS-2      *Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 DEPARTMENT OF COMMUNITY CORRECTIONS Budget.*

**TAMARA HOLDEN, CARY HARKAWAY, SUSAN KAESER, MICHAEL HAINES, PAT BOZANICH, WILLIAM TRAPPE, JOANNE FULLER AND DAVE WARREN PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS. STAFF TO RESPOND TO FOLLOW UP INFORMATION REQUESTS.**

*Monday, May 23, 1994 - 4:30 PM  
Multnomah County Courthouse, Room 602*

## **BUDGET HEARING**

*Chair Beverly Stein convened the hearing at 4:31 p.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley and Dan Saltzman present, and Commissioner Gary Hansen excused.*

BH-2      **PUBLIC HEARING on the 1994-95 DEPARTMENT OF COMMUNITY CORRECTIONS Budget. Testimony Limited to 3 Minutes Per Person.**

**WILLIAM HOFFSTETTER TESTIMONY EXPRESSING NEED FOR EVALUATION OF ONGOING DCC PROGRAMS.**

*There being no further business, the hearing was adjourned at 4:35 p.m.*

---

*Tuesday, May 24, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602*

## **BUDGET WORK SESSION**

WS-3      *Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 DEPARTMENT OF ENVIRONMENTAL SERVICES AND MANAGEMENT SUPPORT SERVICES DIVISION Budgets.*

**DES WORK SESSION CANCELLED.**

**BILL FARVER, BRUCE GREEN, KEN UPTON, MELINDA PETERSEN, CURTIS SMITH, DAVE BOYER, DAVE WARREN, CHING HAY, MEGANNE STEELE,**

**JEAN MILEY, ROBERT PHILLIPS, MERRIE ZIADY,  
LAWRENCE KRESSEL AND PENNY MALMQUIST  
PRESENTATIONS AND/OR RESPONSE TO BOARD  
QUESTIONS. STAFF TO RESPOND TO FOLLOW UP  
INFORMATION REQUESTS.**

*Tuesday, May 24, 1994 - 11:30 AM  
Multnomah County Courthouse, Room 602*

**BUDGET HEARING**

*Chair Beverly Stein convened the hearing at 11:30 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

**BH-3 PUBLIC HEARING on the 1994-95 DEPARTMENT OF ENVIRONMENTAL  
SERVICES AND MANAGEMENT SUPPORT SERVICES DIVISION  
Budgets. Testimony Limited to 3 Minutes Per Person.**

**NO PUBLIC TESTIMONY OFFERED.**

*There being no testimony, the hearing was adjourned at 11:30 a.m. and the work session reconvened. There being no further business, the meeting was adjourned at 11:36 a.m.*

---

*Tuesday, May 24, 1994 - 1:30 PM  
Multnomah County Courthouse, Room 602*

**PLANNING ITEMS**

*Chair Beverly Stein convened the meeting at 1:35 p.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

**P-1 RESOLUTION in the Matter of Adopting the Regional Strategies Application and Recommending the Application be Submitted to the Oregon Economic Development Commission and the Governor of the State of Oregon for Consideration Under the Regional Strategies Program**

**COMMISSIONER KELLEY MOVED AND  
COMMISSIONER HANSEN SECONDED, APPROVAL OF  
P-1. PATRICIA SCRUGGS EXPLANATION.  
RESOLUTION 94-94 UNANIMOUSLY APPROVED.**

**P-2 RESOLUTION in the Matter of Adopting Hearing Rules for the Conduct of a Joint Planning Commission and Board Quasi-Judicial Hearing on June 13, 1994**

**COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF P-2. CHAIR STEIN EXPLANATION. JOHN DuBAY RESPONSE TO BOARD QUESTIONS. RESOLUTION 94-95 UNANIMOUSLY APPROVED.**

**P-3      FD 1-94      PUBLIC HEARING, DE NOVO, 20 MINUTES PER SIDE, in the Matter of an Appeal of the March 1, 1994 Hearings Officer Decision DENYING a Request for a 4.5 Foot Height Variance to the Finished Floor Elevation for a Proposed Single Family Residence on Property within the Flood Hazard District, for Property Located at 11930 SE LIEBE STREET, PORTLAND.**

**P-4      FD 3-94      PUBLIC HEARING, DE NOVO, 20 MINUTES PER SIDE, in the Matter of an Appeal of the March 1, 1994 Hearings Officer Decision DENYING a Request for a 4.5 Foot Height Variance to the Finished Floor Elevation for a Proposed Single Family Residence on Property within the Flood Hazard District, for Property Located at 11950 SE LIEBE STREET, PORTLAND.**

**CHAIR STEIN INTRODUCTION AND PROCEDURAL OUTLINE FOR DE NOVO HEARING. FOLLOWING BOARD AND STAFF DISCUSSION, COUNTY COUNSEL JOHN DuBAY ADVISED THE TWO HEARINGS COULD BE COMBINED, BUT THE FINAL DECISIONS SHOULD BE SEPARATE. AT THE REQUEST OF CHAIR STEIN, GREG FRANK, ATTORNEY FOR APPELLANT JOSEPH VAUGHN, REQUESTED THAT THE HEARINGS FOR FD 1-94 AND FD 3-94 BE COMBINED FOR THE PURPOSE OF EXPEDIENCY, AND STATED FOR THE RECORD THAT HIS CLIENT WAIVES HIS RIGHTS TO RAISE ANY CHALLENGES DUE TO THE CONSOLIDATION OF THE HEARINGS.**

**PLANNER BOB HALL PRESENTED THE STAFF REPORT.**

**AT THE REQUEST OF CHAIR STEIN, THERE WERE NO BOARD DISCLOSURES OF BIAS, PREJUDGMENT, POTENTIAL OR ACTUAL CONFLICTS OF INTEREST, EX PARTE CONTACTS OR SITE VISITS. MR. FRANK INDICATED THERE WOULD BE NO CHALLENGE ON DISCLOSURE OR PROCEDURAL GROUNDS.**

**HEARINGS OFFICER ROBERT LIBERTY PRESENTED HIS DECISION AND RESPONDED TO BOARD QUESTIONS.**

**GREG FRANK PRESENTED TESTIMONY IN SUPPORT OF A REVERSAL OF THE HEARINGS OFFICER DECISION AND REBUTTAL TO MR. LIBERTY'S INTERPRETATION OF CRITERIA COMPLIANCE. MR. FRANK SUBMITTED A WRITTEN SUMMARY OF HIS TESTIMONY; THE CONTRACTOR'S COST ESTIMATES FOR INSTALLING AN 8 FOOT HIGH FOUNDATION AND BRINGING IN FILL TO BUILD A STANDARD POST AND BEAM HOUSE WITH THE FLOOR AREA ONE FOOT ABOVE THE 100 YEAR FLOOD PLANE; AND PHOTOS OF THE SUBJECT SITES AND NEIGHBORING HOMES.**

**JOHN MAHAFFY OF GEORGETOWN REALTY PRESENTED TESTIMONY REGARDING A REDUCTION OF THE REAL PROPERTY MARKET VALUES OF THE NEIGHBORING HOMES AND THE NEW HOMES IF BUILT WITH AN 8 FOOT HIGH FOUNDATION.**

**ROGER ADAMS TESTIFIED ON BEHALF OF THE NEIGHBORING HOMEOWNERS IN SUPPORT OF A REVERSAL OF THE HEARINGS OFFICER DECISION.**

**AT THE REQUEST OF CHAIR STEIN, NO OBJECTIONS WERE RAISED TO THE CONDUCT OF THE HEARING. THERE BEING NO FURTHER TESTIMONY, THE PUBLIC HEARING WAS CLOSED.**

**COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, TO REVERSE THE HEARINGS OFFICER DECISION AND TO MODIFY THE FINDINGS TO INCLUDE A CONDITION OF APPROVAL REQUIRING THE FILING OF A DEED RESTRICTION CONTAINING LANGUAGE INDICATING THE PROPERTY IS LOCATED IN THE FLOOD HAZARD AREA.**

**COMMISSIONER COLLIER COMMENTED IN SUPPORT OF HER MOTION. COMMISSIONER KELLEY COMMENTED IN OPPOSITION TO THE MOTION. COMMISSIONER HANSEN COMMENTED IN SUPPORT OF THE MOTION.**

**MR. FRANK EXPLANATION IN RESPONSE TO QUESTIONS CONCERNING COMPLIANCE WITH COMPREHENSIVE PLAN POLICY 37. MR. DuBAY RESPONSE TO QUESTIONS OF CHAIR STEIN.**

**COMMISSIONER SALTZMAN COMMENTED IN SUPPORT OF THE MOTION.**

**CHAIR STEIN COMMENTED IN SUPPORT OF THE MOTION, EXPLAINING THE VARIANCE CRITERIA IN MCC 11.15.6323 ARE ALL SATISFIED, IN THAT SHE FINDS THERE IS ADEQUATE EVIDENCE TO SHOW THERE WOULD BE HARDSHIP IN THE FORM OF FINANCIAL HARDSHIP; THAT THE MINIMUM NECESSARY IS COMPLIED WITH; AND THAT WITH THE INCLUSION OF A DEED RESTRICTION NOTICE, THE PUBLIC WOULD BE PROTECTED FROM FRAUD AND VICTIMIZATION. CHAIR STEIN EXPLAINED THAT IN TERMS OF THE STANDARDS, SHE FINDS THAT COMPLIANCE IS POSSIBLE AND SUGGESTED THAT VICE-CHAIR COLLIER AMEND HER MOTION TO INCLUDE LANGUAGE TO INSURE THAT THE STANDARDS ARE DEFERRED TO THE NEXT STAGE AND PROVIDE FOR PROPER NOTIFICATION.**

**FOLLOWING DISCUSSION WITH MR. DuBAY, COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, AN AMENDMENT REQUIRING COMPLIANCE WITH THOSE STANDARDS DEFERRED TO THE BUILDING PERMIT OR APPROVAL STAGE; THAT APPROVAL NOT BE GIVEN UNTIL NOTICE OF THE DECISION AND THE OPPORTUNITY TO REQUEST A HEARING IS GIVEN AS REQUIRED BY ORDINANCE FOR THE INITIAL APPLICATION.**

**IN RESPONSE TO A QUESTION OF MR. HALL, MR. DuBAY ADVISED THAT THE COUNTY WOULD BE RESPONSIBLE FOR NOTIFYING THE PARTIES. MR. DuBAY RESPONSE TO QUESTIONS OF COMMISSIONER KELLEY.**

**FOLLOWING DISCUSSION AND WITH BOARD CONSENSUS, MR. DuBAY RESTATED THE PREVIOUS AMENDMENT MOVED BY COMMISSIONER COLLIER AND SECONDED BY COMMISSIONER SALTZMAN.**

**THE AMENDMENT TO ADD A CONDITION THAT SATISFACTION OF COMPLIANCE WITH MCC 11.15.6315 (F), (G) & (H), MAY BE DEFERRED TO THE BUILDING PERMIT APPROVAL STAGE, AND THAT BEFORE THE BUILDING PERMIT IS APPROVED BY**

**THE COUNTY PLANNING DEPARTMENT, NOTICE OF THE PROPOSED DECISION BE GIVEN TO THOSE PERSONS ENTITLED TO NOTICE UNDER THE CODE, AND THAT THEY BE GIVEN AN OPPORTUNITY TO REQUEST A HEARING BEFORE THE DECISION BECOMES FINAL, WAS UNANIMOUSLY APPROVED.**

**THE MOTION TO REVERSE THE HEARINGS OFFICER DECISION AND TO MODIFY THE FINDINGS TO INCLUDE A CONDITION OF APPROVAL REQUIRING THE FILING OF A DEED RESTRICTION CONTAINING LANGUAGE INDICATING THE PROPERTY IS LOCATED IN THE FLOOD HAZARD AREA APPROVED, WITH COMMISSIONERS HANSEN, COLLIER, SALTZMAN AND STEIN VOTING AYE, AND COMMISSIONER KELLEY VOTING NO.**

**MR. HALL ADVISED THESE PROPERTIES WILL BE ANNEXED TO THE CITY OF PORTLAND ON JUNE 29, 1994. FOLLOWING BOARD DISCUSSION, MR. DuBAY WAS DIRECTED TO PREPARE LETTER TO THE CITY OF PORTLAND FOR CHAIR STEIN'S SIGNATURE, ASKING THE CITY TO ABIDE BY BOARD'S DECISION AND RECOGNIZE THE VARIANCES APPROVED PRIOR TO ANNEXATION.**

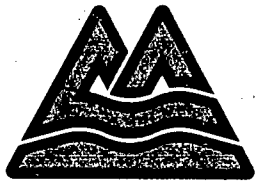
**BOARD DISCUSSION AND CRITIQUE OF DE NOVO HEARING PROCESS. BOARD CONSENSUS TO INSURE FUTURE BOARD DECISIONS ARE BASED SOLELY ON CRITERIA ISSUES. VICE-CHAIR COLLIER SUGGESTED THERE BE A REVIEW OF THE HEARINGS OFFICER PRESENTATION FORMAT TO ASSURE THEY ARE DELIVERED IN AN OBJECTIVE, NON-ADVERSARIAL MANNER. COMMISSIONER KELLEY AND CHAIR STEIN DISCUSSION REGARDING THE CREDIBILITY OF WITNESSES AND THE BOARD'S ABILITY TO CROSS-EXAMINE. MR. HALL RESPONSE TO BOARD QUESTIONS. MR. DuBAY COMMENTS REGARDING VARIANCE PROCEDURES.**

*There being no further business, the meeting was adjourned at 3:04 p.m.*

**OFFICE OF THE BOARD CLERK  
for MULTNOMAH COUNTY, OREGON**



**Deborah L. Bogstad**



# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR •	248-3308
DAN SALTZMAN •	DISTRICT 1 •	248-5220
GARY HANSEN •	DISTRICT 2 •	248-5219
TANYA COLLIER •	DISTRICT 3 •	248-5217
SHARRON KELLEY •	DISTRICT 4 •	248-5213
CLERK'S OFFICE •	248-3277 •	248-5222

## AGENDA

### MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

#### FOR THE WEEK OF

MAY 23, 1994 - MAY 27, 1994

<i>Monday, May 23, 1994 - 9:00 AM - DES Budget Work Session . . . . .</i>	<i>Page 2</i>
<i>Monday, May 23, 1994 - 11:30 AM - DES Budget Hearing . . . . .</i>	<i>Page 2</i>
<i>Monday, May 23, 1994 - 1:30 PM - DCC Budget Work Session . . . . .</i>	<i>Page 2</i>
<i>Monday, May 23, 1994 - 4:30 PM - DCC Budget Hearing . . . . .</i>	<i>Page 2</i>
<i>Tuesday, May 24, 1994 - 9:00 AM - DES/MSS Budget Work Session . . . . .</i>	<i>Page 2</i>
<i>Tuesday, May 24, 1994 - 11:30 AM - DES/MSS Budget Hearing . . . . .</i>	<i>Page 3</i>
<i>Tuesday, May 24, 1994 - 1:30 PM - Planning Items . . . . .</i>	<i>Page 3</i>
<i>Thursday, May 26, 1994 - Regular Meeting - CANCELLED . . . . .</i>	

*Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen by Paragon Cable subscribers at the following times:*

*Thursday, 6:00 PM, Channel 30 - East County only*  
*Friday, 10:00 PM, Channel 30*  
*Saturday, 12:30 PM, Channel 30*  
*Sunday, 1:00 PM, Channel 30*

**INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.**



Monday, May 23, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602

**BUDGET WORK SESSION**

- WS-1     *Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 DEPARTMENT OF ENVIRONMENTAL SERVICES Budget.*

Monday, May 23, 1994 - 11:30 AM  
Multnomah County Courthouse, Room 602

**BUDGET HEARING**

- BH-1     *PUBLIC HEARING on the 1994-95 DEPARTMENT OF ENVIRONMENTAL SERVICES Budget. Testimony Limited to 3 Minutes Per Person.*

---

Monday, May 23, 1994 - 1:30 PM  
Multnomah County Courthouse, Room 602

**BUDGET WORK SESSION**

- WS-2     *Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 DEPARTMENT OF COMMUNITY CORRECTIONS Budget.*

Monday, May 23, 1994 - 4:30 PM  
Multnomah County Courthouse, Room 602

**BUDGET HEARING**

- BH-2     *PUBLIC HEARING on the 1994-95 DEPARTMENT OF COMMUNITY CORRECTIONS Budget. Testimony Limited to 3 Minutes Per Person.*

---

Tuesday, May 24, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602

**BUDGET WORK SESSION**

- WS-3     *Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 DEPARTMENT OF ENVIRONMENTAL SERVICES AND MANAGEMENT SUPPORT SERVICES DIVISION Budgets.*

Tuesday, May 24, 1994 - 11:30 AM  
Multnomah County Courthouse, Room 602

**BUDGET HEARING**

**BH-3 PUBLIC HEARING on the 1994-95 DEPARTMENT OF ENVIRONMENTAL SERVICES AND MANAGEMENT SUPPORT SERVICES DIVISION Budgets. Testimony Limited to 3 Minutes Per Person.**

---

Tuesday, May 24, 1994 - 1:30 PM  
Multnomah County Courthouse, Room 602

**PLANNING ITEMS**

- P-1 RESOLUTION in the Matter of Adopting the Regional Strategies Application and Recommending the Application be Submitted to the Oregon Economic Development Commission and the Governor of the State of Oregon for Consideration Under the Regional Strategies Program
- P-2 RESOLUTION in the Matter of Adopting Hearing Rules for the Conduct of a Joint Planning Commission and Board Quasi-Judicial Hearing on June 13, 1994
- P-3 FD 1-94 PUBLIC HEARING, DE NOVO, 20 MINUTES PER SIDE, in the Matter of an Appeal of the March 1, 1994 Hearings Officer Decision DENYING a Request for a 4.5 Foot Height Variance to the Finished Floor Elevation for a Proposed Single Family Residence on Property within the Flood Hazard District, for Property Located at 11930 SE LIEBE STREET, PORTLAND.
- P-4 FD 3-94 PUBLIC HEARING, DE NOVO, 20 MINUTES PER SIDE, in the Matter of an Appeal of the March 1, 1994 Hearings Officer Decision DENYING a Request for a 4.5 Foot Height Variance to the Finished Floor Elevation for a Proposed Single Family Residence on Property within the Flood Hazard District, for Property Located at 11950 SE LIEBE STREET, PORTLAND.
-

## MULTNOMAH COUNTY BUDGET MEETING SCHEDULE

(May 12, 1994 Revision)

Department of Environmental Services (DES) Work Session	5/23/94	9:00-11:30 am - Board Room
<u>DES Public Testimony</u>	<u>5/23/94</u>	<u>11:30-12:00 pm - Board Room</u>
Department of Community Corrections (DCC) Work Session	5/23/94	1:30-4:30 pm - Board Room
<u>DCC Public Testimony</u>	<u>5/23/94</u>	<u>4:30-5:00 pm - Board Room</u>
DES & Management Support Services (MSS) Work Session	5/24/94	9:00-11:30 am - Board Room
<u>DES/MSS Public Testimony</u>	<u>5/24/94</u>	<u>11:30-12:00 pm - Board Room</u>
Department of Library Services (DLS) Work Session	5/31/94	9:00-11:30 am - Board Room
<u>DLS Public Testimony</u>	<u>5/31/94</u>	<u>11:30-12:00 pm - Board Room</u>
<u>*DLS/DES/DCC Public Testimony</u>	<u>5/31/94</u>	<u>1:30-4:30 pm - Board Room</u>
Independent Agencies & Other Government Support Work Session	6/1/94	9:00-11:30 am - Board Room
<u>Ind/Other Public Testimony</u>	<u>6/1/94</u>	<u>11:30-12:00 pm - Board Room</u>
<u>Public Hearing/Budget</u>	<u>6/1/94</u>	<u>7:00-9:00 pm - Council Chambers, Gresham City Hall, 1333 NW Eastman Parkway, Gresham</u>
General Work Session	6/7/94	9:30-12:00 pm - Board Room
<u>Public Hearing/Budget</u>	<u>6/7/94</u>	<u>7:00-9:00 pm - Board Room</u>
General Work Session	6/8/94	9:30-12:00 pm - Board Room
General Work Session	6/14/94	9:30-12:00 pm - Board Room
General Work Session	6/15/94	9:30-12:00 pm - Board Room
<u>Public Hearing/Adopt Budget</u>	<u>6/16/94</u>	<u>9:30-12:00 pm - Board Room</u>

(\* Denotes Additional Public Testimony As Needed)

+ Board Room Address:

Multnomah County Courthouse, Room 602  
1021 SW Fourth Avenue, Portland, Oregon 97204

Contact the Office of the Board Clerk, 248-3277 or 248-5222  
for Further Information

MEETING DATE: MAY 23, 1994

AGENDA NO: WS-2

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: DEPARTMENT OF COMMUNITY CORRECTIONS BUDGET WORK SESSION

BOARD BRIEFING Date Requested: MAY 23, 1994

Amount of Time Needed: 1:30-4:30 PM

REGULAR MEETING: Date Requested:

Amount of Time Needed: 3 HOURS

DEPARTMENT: NON-DEPARTMENTAL

DIVISION: CHAIR BEVERLY STEIN

CONTACT: DAVE WARREN

TELEPHONE #: 248-3883; EXT 3822

BLDG/ROOM #: 106/1400

PERSON(S) MAKING PRESENTATION: DCC CBAC, TAMARA HOLDEN, DCC STAFF

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☒ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

CITIZEN BUDGET ADVISORY COMMITTEE RECOMMENDATIONS, BOARD AND STAFF DISCUSSION AND REVIEW OF THE 1994-95 DEPARTMENT OF COMMUNITY CORRECTIONS BUDGET

1994 MAY 19 AM 8:54  
CLERK OF  
MULTNOMAH COUNTY  
OREGON

SIGNATURES REQUIRED:

ELECTED OFFICIAL:

Beverly Stein

OR

DEPARTMENT MANAGER:

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277/248-5222

0516C/63

6/93

# 1994-95 Budget Work Session & Public Hearing

## COMMUNITY CORRECTIONS

Monday, May 23

1:30 - 5:00

### AGENDA

- |             |  |             |
|-------------|--|-------------|
| <b>I.</b>   | <b>Department Budget Overview</b>  | <b>1:30</b> |
| <b>II.</b>  | <b>CBAC Report</b>   | <b>1:50</b> |
| <b>III.</b> | <b>Discussion of Issues &amp; Opportunities</b>                            | <b>2:00</b> |
|             | 1. Relationship of CCAC 1993-95 Plan to Multnomah County<br>1994-95 Budget |             |
|             | 2. Matching Workload to Staffing in Probation/ Parole Services             |             |
|             | 3. Increased Safety for all Department of Community Corrections<br>Staff   |             |
| <b>IV.</b>  | <b>Division Level Questions &amp; Answers</b>                              | <b>2:45</b> |
|             | 1. Administration [ page 15 ]  |             |
|             | 2. Diagnostics [ page 18 ]   |             |
|             | 3. Client Support and Treatment [ page 26 ]                                |             |
|             | 4. Sanctions and Diversion [ page 35 ]                                     |             |
|             | 5. Integrated Service Districts [ page 45 ]                                |             |
| <b>V.</b>   | <b>Public Testimony</b>  | <b>4:30</b> |

commcorr

# Multnomah County Budget

## Supplemental Information



Fiscal Year  
1994-95

Packet #10

Community Corrections  
Issues & Opportunities Reports

DEPARTMENT OF COMMUNITY CORRECTIONS  
IMPLEMENTATION OF 1993-95 PLAN

I. Integrated Service Districts

Within a few weeks, we will open our East County District Office in downtown Gresham. By the end of our lease in August 1994, we will close our office on SE Belmont. We will then have a District Office in each service district with the exception of North Portland, though we continue to look for an appropriate facility in that area. Our transition plan calls for staff (including those currently at SE Belmont) to be assigned to offices based on the choices they expressed in a department survey. Almost all staff have been assigned to the location that they indicated as their first choice.

II. Substance Abuse Programming

1. Specialized caseloads of offenders in treatment: has not been implemented but will be considered after our transition to district structure is complete.
2. Substance abuse intervention workshop: has been implemented, but as a series of training sessions coordinated jointly by our Department, contract agencies, and the State Office of Alcohol and Drug Abuse Services.
3. Enhance M.I.S. to support program evaluation: is occurring through our participation in the development of succeeding phases of the State's ISIS case management system. Locally, we are collaborating with the Community and Family Services Division to develop a database, as part of the Target Cities Project, that improves our ability to track and report on offender outcomes.
4. Enhance assessment capacity: will occur through Target Cities Project. We are participating in the development of consistent assessment instruments and protocols.
5. Development of continuum of care: is proceeding. Weak points remain pre-treatment, drug-free housing, and aftercare, but progress is being made in those areas. Of note is the Sheriff's in-jail treatment program being developed as part of the Target Cities Project. This program will serve as a pre-treatment intervention for incarcerated substance abusers. We intend to maximize the program's benefits by prioritizing participants for our programs in the community after their release.

### III. Sex Offenders

Although we were unsuccessful in implementing a centralized sex offender supervision program, our sex offender specialists have been encouraged to network with each other and with professionals around the state. The Department has implemented most of the recommendations of our Sex Offender Committee, including expanded treatment, assessment, and polygraph resources. Our proposed budget includes estimated revenue from drug testing fees which will, in part, allow us to further expand treatment resources.

### IV. Female Offenders

Women's Transitional Services (WTS) will be expanding services in 1994-95 to house 5-7 additional women and their children. The program will add a Child Development Specialist to serve as a resource for a number of program components working with female offenders. Two Probation and Parole Officers will be supervising a female offenders as part of a team that includes other counselors and specialists coordinated by WTS.

### V. Employment and Education Services

The Donald H. Londer Center for Learning became fully operational in 1993-94. Staff have been working with the Restitution Center, three of our residential treatment programs, and the Day Reporting Center to serve appropriate clients. We have recently begun to see significant grade level improvements. Eight clients progressed to the GED phase of the program in April; three passed all tests and will be receiving their GED's.

Staff have been working with specialists in the field of learning disabilities to develop a screening instrument to help us identify clients who can benefit from modified instructional techniques or referral to more appropriate resources.

We have begun discussions with the Private Industry Council to explore alternatives for serving our clients. Preliminary discussions center around combining the Learning Center resources with vocational or higher educational resources through the PIC.

### VI. Housing

As noted above, housing for female offenders and their children is being expanded through WTS. We are also planning to develop a men's transitional housing component. Staff have been working with the Community Action Program to help us identify appropriate community resources. We are also working with the State DOC to develop an administrative rule that will allow us



to manage our entire allocation of prison release subsidy funds locally, rather than having to invoice them for each offender. An up-front allocation will allow us to use the funds more cost effectively to expand parole transition housing.

#### VII. Gang-Involved Offenders

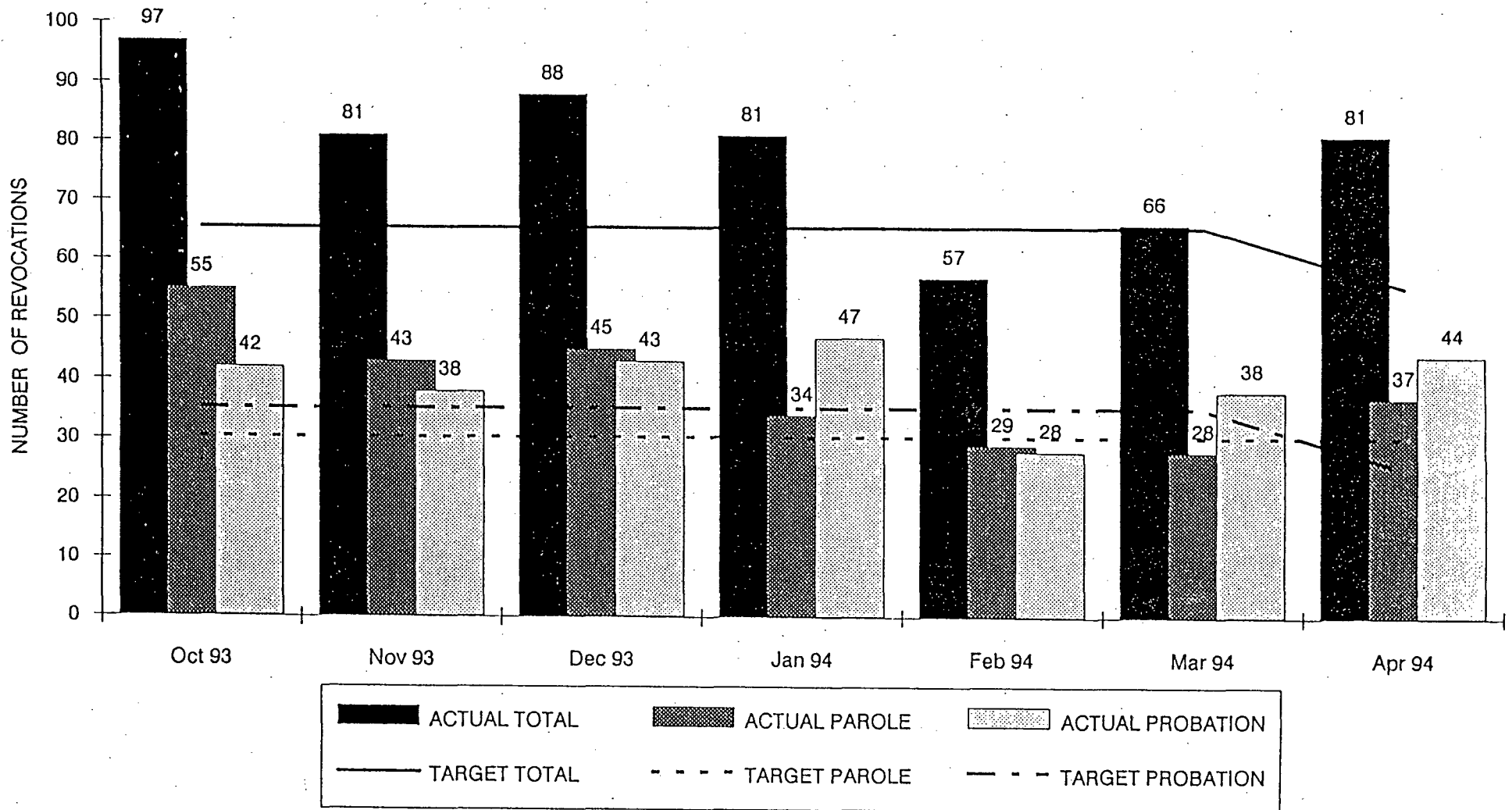
We implemented the recommendations of our Gang Supervision Committee and established a team of four Probation and Parole Officers which coordinates supervision, surveillance, and treatment interventions with law enforcement, community, and school personnel.

#### VIII. Structured Sanctions

The Day Reporting Center and the Intensive Case Management Unit are operational. The DROP program and the PV/Work Release Center will be operational within the next few weeks.

We have implemented Structured Sanctions, a state-wide initiative which includes authority for officers and supervisors to impose sanctions for violation behavior, a range of graduated intermediate sanctions, and guidelines to assure consistent use of sanctions. The State has established performance objectives for each county in terms of target revocation numbers. The attached graph indicates the progress made toward the target for revocations for technical violations (non-new convictions). A downward trend began in October and we met our target totals in February and March. An upward deviation from the trend was observed in April. We believe that April will prove to be a "blip" and that we will continue to meet our targets.

**DEPARTMENT OF CORRECTIONS**  
**Actual and Target Non-New Conviction Revocations**  
**October 1993 - April 1994**  
**Multnomah County**



DEPARTMENT OF COMMUNITY CORRECTIONS  
1993-95 COMMUNITY CORRECTIONS PLAN: STATUS REPORT

PROGRAM	PLAN BUDGET	1993-94	1994-95
ADMINISTRATION	2,067,209	971,845	1,336,474
PROG DEV/EVAL	604,484	296,679	468,891
CONT INDIRECTS	39,146		
DIAG CENTER	4,388,472	2,235,782	2,380,235
SUPERVISION	16,730,758	8,186,549	8,946,201
INT CASE MGMT	1,553,988	733,013	828,518
INTENSIVE TX	130,000	65,455	65,455
WOMEN'S INTSV	72,000	36,252	36,252
OUTPATIENT DRG	137,800	65,455	67,419
DETOX/RESID	424,000	201,400	207,442
RESID-CIRT	76,320	36,252	37,340
WOMEN'S RES TX	1,590,000	800,565	800,565
MEN'S RES TX	1,500,000	755,250	755,250
WOMEN'S RES SV	332,840	158,099	165,148
MH SERVICES	135,680	64,448	64,448
PSYCH EVAL	76,320	36,252	36,252
SEX OFF EVAL	72,000	36,252	36,252
SEX OFF TX	86,000	43,301	43,301
POLYGRAPH	19,200	9,567	9,567
CASE MGMT	334,960	159,106	163,879
TRANS HOUSING	243,000	115,805	291,204
LEARNING CENTER	465,574	232,787	221,258
WTS/ADAPT	1,331,866	557,850	973,580
DRUG TESTING	362,208	140,980	140,980
DAY REPORTING	1,588,515	520,963	961,700
ALT COMM SERV	1,073,086	513,835	492,329
FOREST PROJECT	1,069,233	504,525	498,381

PROGRAM	PLAN BUDGET	1993-94	1994-95
PRETRIAL	1,000,758	500,379	687,008
RESTITUTION CTR	702,566	331,399	
PV/WR CENTER	2,964,412	1,147,040	1,798,903
PROST ALT	336,000	168,000	176,257
VOLUNTEER/TRAF	1,135,836	567,918	696,100
DOMESTIC VIOL	311,262	155,631	193,602
DRUG DIVERSION	1,000,000	500,000	755,250
TOTAL	43,955,493	20,848,634	24,335,441

Planned biennial expenditure = \$43,955,493

Budgeted for 1993-94 + 1994-95 = \$45,184,075

Difference = \$1,228,582 additional budgeted compared to Plan

Included in the difference is \$450,000 which will become unspent carry-over from 1993-94 to 1994-95, reducing the actual increase in budget to \$778,582. This amounts to a 1.77% increase.

Also included in the difference are additional grant funds (ADAPT, Drug Diversion, Domestic Violence), additional General Fund support in several areas (Drug Diversion, structured sanctions evaluation, facilities cost distribution, and additional positions), and fee revenue from drug testing.

DEPARTMENT OF COMMUNITY CORRECTIONS  
1993-95 PLAN: STATUS REPORT NOTES

Administration

Increase due to new M.I.S. positions needed to support DCC automation in field offices and Deputy Director position.

Program Development & Evaluation

Increase due to addition of Sr. PDS, time study, structured sanctions evaluation, and organization development technical assistance project.

Contract Indirects

Charged against each contract in 1993-94 and 1994-95

Diagnostic Center

Increase due to wages/inflation, staffing intake at Courthouse, facilities costs.

Supervision

Increased motor pool, facilities cost distribution plan, wages.

Transitional Housing

Increased contract amounts for parolee and men's housing.

Drug Testing

1993-94 and 1994-95 budgets are less than Plan Budget because Plan Budget included lab costs AND Corrections Techs in our field offices. In our 1993-94 and 1994-95 budgets, the Techs are included under Supervision (Integrated Service Districts).

Pretrial

Increase due to added Corrections Technicians to staff recog and pretrial release.

Domestic Violence

Increased grant revenue (from City)

Drug Diversion

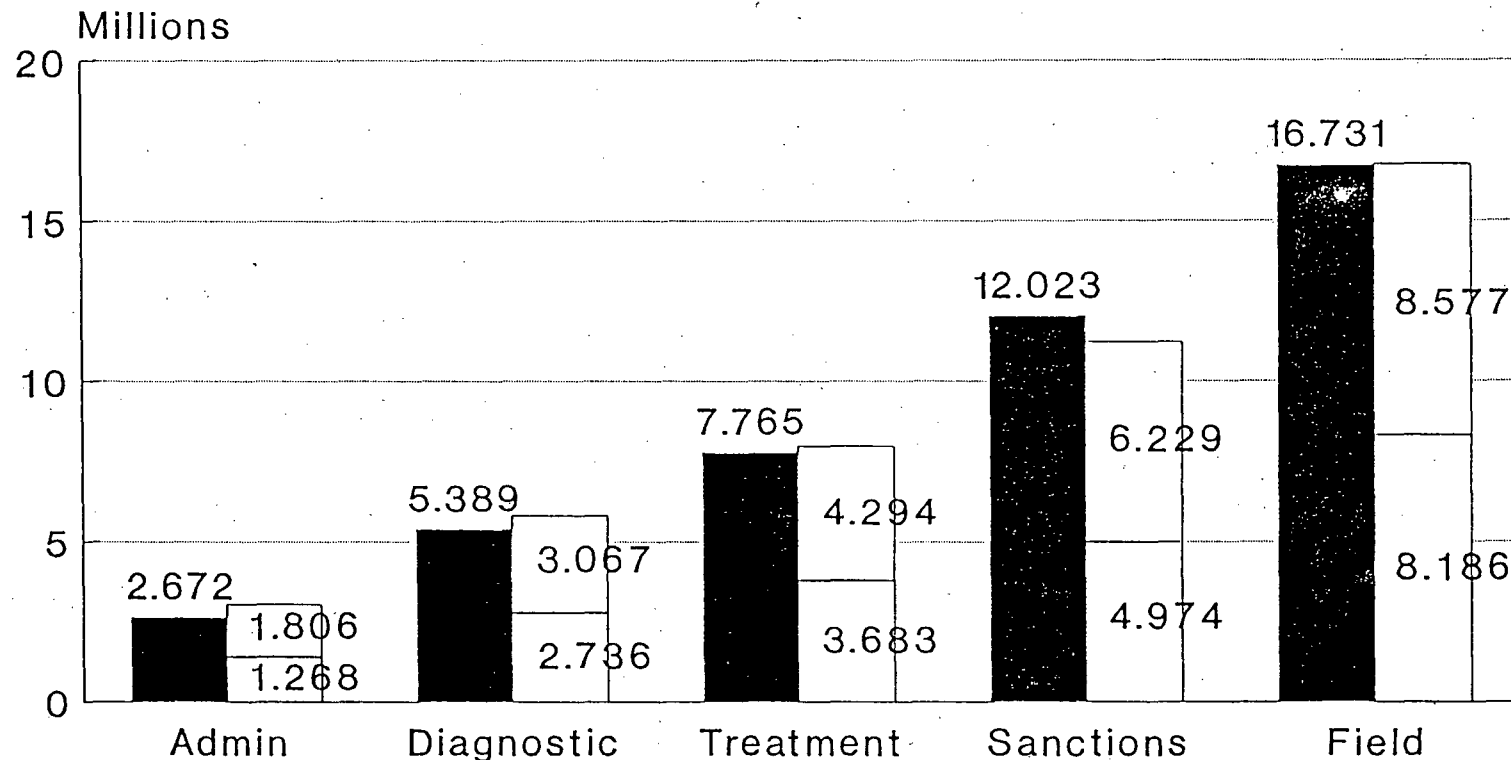
Increased grant revenue (from BJA) and increased General Fund

WTS/ADAPT

Increased staff and additional housing for female offenders.

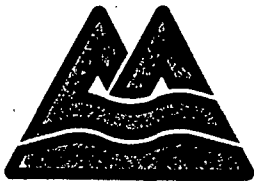
# Dept. of Community Corrections

## CCA Plan Comparison Budget



Biennial CCA Plan
  Actual Budget by FY

*Split columns-bottom number is FY 93/4 top number is FY 94/5*



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY CORRECTIONS  
M. TAMARA HOLDEN, DIRECTOR  
421 SW. 5TH, SUITE 600  
PORTLAND, OREGON 97204  
(503) 248-3701 FAX (503) 248-3990

BEVERLY STEIN  
COUNTY CHAIR

## MEMORANDUM

TO: Multnomah County Board of Commissioners  
FROM: M. Tamara Holden, Director *MT Holden*  
DATE: May 18, 1994  
RE: Matching Workload to Staffing in Parole/Probation Services

### Introduction -

Parole and probation functions are funded by both County general fund and State Department of Corrections Field Services funds. Each year the State allocates funds based upon projected workload for parole and probation in the county. Historically, the number of positions that are allocated to Multnomah County have not been sufficient to fund the number of positions needed to supervise the offenders even given the State's workload allocation. The Department is recommending that the County fund additional parole and probation positions and the supporting positions required to meet the needs of the existing workload.

### Background/Analysis/Alternatives -

The allocation of State funding for parole and probation services is based upon multiple projections of the workload and a formula for allocating workload to each parole and probation position. When the legislature approved the budget for the 1993-95 biennium, the allocation of parole/probation services was based in part on a reduction of services in tow areas; the movement of all low risk non-person to person offenders to extremely limited levels of supervision (.1 hour per month) and; the placement of many parolees who had completed most of the conditions of their parole on to "unsupervised" status. In Multnomah County, with the complexities of the Criminal Justice system and the seriousness of most of the parolees, we have not been able to lower our caseloads to the levels predicted by the State. While we will continue to place appropriate offenders on to limited and unsupervised status, we will not experience the full reduction in caseloads. This compounds the historic underfunding of parole/probation services in Multnomah County. The current caseload/workload projections require an estimated eight additional positions to address the workload.

## WORKLOAD

### PAGE .

The Department in cooperation with the State Department of Corrections, will begin a time study in August 1994 to address changes in the workload since the previous time study several years ago. After completion of the time study, the Department will have a more accurate picture of the workload and the number of positions required.

The Department has several options:

- Continue to manage the caseload with existing staff, requiring many parole/probation officers to have an increased workload. This may lead to staff burn out and mistakes in supervision of offenders.
- Request a waiver from the State Department of Corrections allowing us to meet supervision standards while not providing some supervision offered now (for example: no home visits for some medium risk offenders). While this allows us to meet our standards it does not provide the level of supervision that has been recommended for these offenders.
- Fund additional positions to address the workload. This provides for the supervision of the offenders at the recommended level.

### Financial Impact -

First Year and General Fund Cost:

	1994-95 6 month funding	1995-96 full year funding
2.0 Office Assistant II	\$ 30,834	\$ 66,546
8.0 Parole/Probation Officers	187,916	430,057
1.0 Team Leader	33,016	67,422
Materials and Supplies	33,904	71,394
<u>TOTAL</u>	<u>\$285,670</u>	<u>\$635,419</u>

### Evaluation -

In August 1994, the Department will undertake a time study to ensure that probation and parole officers time is utilized in the most effective manner.

This information will be available in November 1994. The Department is beginning to collect data for an evaluation of the outcome and impact of probation and parole supervision on



**WORKLOAD**  
**PAGE**

offenders. This study will be conducted on offenders who end probation starting this fiscal year and continuing into the next several fiscal years. These results will be available as these offenders have been off of probation and parole supervision for an extended time. These results will then be available in 1996-97.

**Legal Issues -**

N/A

**Controversial Issues -**

There appear to be no controversial issues.

**Link to Current County Policies and Benchmarks -**

Probation and parole supervision is directly related to Public Safety, Diversion Programs and Recidivism Benchmarks for Multnomah County. Increasing the number of probation officers gives probation officers more time to work with their offenders in the community resulting in increased public safety and more effective diversions to treatment and other interventions. These more effective interventions and diversions should result in decreased recidivism among probation and parole offenders.

This group of probation and parole officers would work with their team leader as a work centered team within the Department. This concept is consistent with the team work, accountability and good government initiatives lead by the Chair.

**Citizen Participation -**

This recommendation was supported by the Citizen Budget Advisory Committee.

**Partnership & Collaboration -**

The Department works closely with the State Department of Corrections in the delivery of all probation and parole services.




# MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY CORRECTIONS  
M. TAMARA HOLDEN, DIRECTOR  
421 S.W. 5TH, SUITE 600  
PORTLAND, OREGON 97204  
(503) 248-3701 FAX (503) 248-3990

BEVERLY STEIN  
COUNTY CHAIR

## MEMORANDUM

TO: Multnomah County Board of Commissioners

FROM: M. Tamara Holden, Director 

DATE: May 18, 1994

RE: Increased Safety for all Department of Community Corrections Staff

### **Introduction -**

In November 1993, the Director of the Department of Community Corrections appointed a task force to explore the continuum of safety issues confronted by all Department employees. This task force, chaired by Jean Miley, County Risk Manager, will make recommendations regarding policies, practices, equipment and training in order to increase employee safety. The committee will complete their recommendations by June 1994. It is expected that the implementation of these recommendations will require the Department to provide additional training and equipment for staff at additional cost.

### **Evaluation -**

The Continuum of Safety Task Force recommendations will include specifics to:

- on-going training
- equipment
- procedures

The Department ability to implement those procedures and make the purchases is critical. The Task Force report will address procedures for processing safety issues.

**SAFETY**  
**PAGE**

**Financial Impact -**

Specialized training and equipment will require increased funding. The exact amount will be determined based on availability of funding and a responsible, prudent approach to the issues.

**Legal Issues -**

The Task Force is conferring with County Counsel and the report will point out legal issues that may arise from the recommendations.

**Controversial Issues -**

The issue of arming of Department staff is controversial. Currently, the Department of Community Corrections approves individual probation and parole officers to carry firearms on the job in response to specific threats to the officer's life. Throughout the Country various probation and parole departments have chosen to respond to the issue of arming for probation and parole officers in different ways. In 1993, the State of Oregon Department of Corrections developed a policy to allow probation and parole officers the option of carrying a firearm on the job. While each of these approaches may make sense in the particular jurisdiction, Multnomah County policy makers must decide which approach is prudent for Multnomah County. The task force will be making a recommendation which will be available for review. This task force will also include information on the "pros and cons" of possible arming options. Since, Department staff hold a wide range of views on the issue of arming and so many staff are passionate about their view, no recommendation from the committee will satisfy all of the Department staff.

**Link to Current County Policies -**

The County has an on-going interest in increasing the safety of employees in the work place.

**Citizen Participation -**

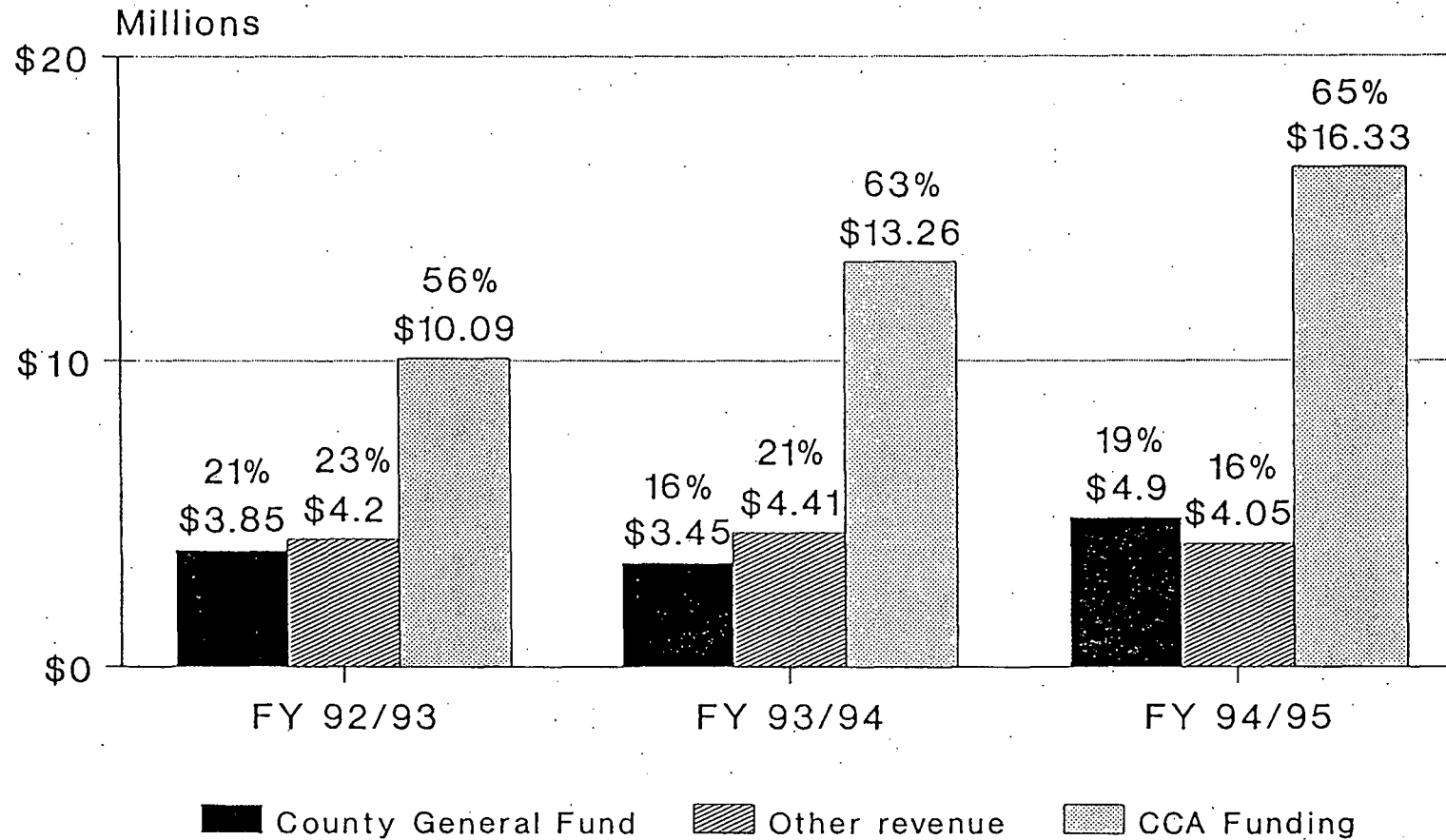
N/A

**Partnership & Collaboration -**

This task force involves collaboration between the County's Risk Manager and the Department. There will be a review of the recommendations by County Counsel, Labor Relations and Employee Services should any of these recommendations have impact in those areas.

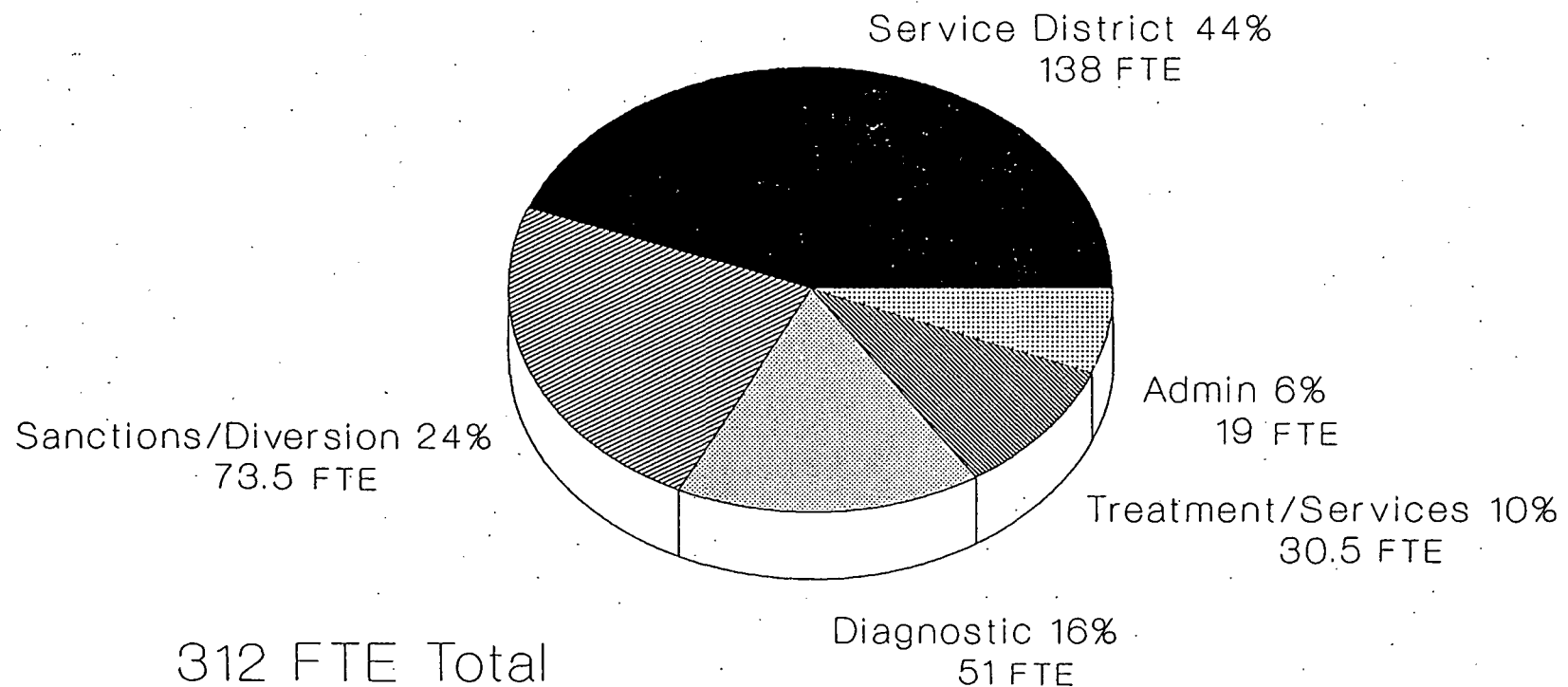
The Task Force has reviewed materials and contacted organizations throughout Oregon, neighboring states, national organizations and local and national studies as a part of the background and in the development of the recommendations.

# Dept. of Community Corrections Budget Revenue Comparison



# Dept. of Community Corrections

## FY-94/95





# MULTNOMAH COUNTY, OREGON

---

**BOARD OF COUNTY COMMISSIONERS**

BEVERLY STEIN  
DAN SALTZMAN  
GARY HANSEN  
TANYA COLLIER  
SHARRON KELLEY

**PLANNING & BUDGET**  
PORTLAND BUILDING  
1120 S.W. FIFTH - ROOM 1400  
P. O. BOX 14700  
PORTLAND, OR 97214  
PHONE (503)248-3883

---

**TO:** Tamara Holden, Community Corrections Director  
**FROM:** Dave Warren  
**DATE:** May 23, 1994  
**SUBJECT:** Follow Up Items from the Work Session on May 23

---

Attached is a list of items about which the Board of Commissioners would like additional information.

Please prepare a memo answering the Board's questions. I suggest that the responses state the question, and then state the response. The response may be a reference to an attached document.

I have two requests to make about the responses:

1. Please respond to all the questions by Tuesday, May 31. I realize that answers to several of the requests on the list will not be available by May 31. However, you will probably have a reasonable idea of when the answers will be available. The response to these items could be to say when the research is expected to be complete.

For example, the question asking for a discussion of the responses to State cuts in the next biennium may require a process of its own, leading to a separate policy discussion by the Board. My suggestion is to respond to questions of this type by describing a process you might follow to bring the issue back to the Board with some estimate of when that might be possible.

2. Please help us keep track of the responses. Send them to the Budget Office. We will copy them, attach a sequentially numbered cover sheet that will help the Board be sure that they are getting all the packets of information, and distribute them to the Commissioners and the Clerk of the Board.

Let me know if you have further suggestions.

c Board of County Commissioners  
Larry Aab  
Kelly Bacon  
Susan Clark  
Ginnie Cooper  
Marie Eighmey  
Margaret Epting  
Bill Farver  
Tom Fronk  
Kathy Gillette

1994 MAY 24 PM 4:27  
MULTNOMAH COUNTY  
OREGON  
CLERK OF BOARD

May 23, 1994

Susan Kaeser  
Jim McConnell  
Hal Ogburn  
Mike Oswald  
District Attorney Mike Schrunk  
Tom Simpson  
Sheriff Bob Skipper  
Meganne Steele  
Kathy Tinkle  
Betsy Williams  
CIC  
Patrol

**Follow Up Items from the May 23 budget work session:**

**DEPARTMENT OF COMMUNITY CORRECTIONS**

- 1. Domestic Violence** - Explain the links between Community Corrections domestic violence programs and the domestic violence programs in Community and Family Services.
- 2. Community involvement** - Discuss proposals to increase Community Corrections efforts to improve public education and community involvement.
- 3. Fees** - Provide the Board with recommendations of the Fee Committee and explain any proposed links for the fee revenue with direct expenditures.
- 4. Fees** - Discuss the caseloads associated with the proposal to add a Probation Officer dedicated to supervision of predatory sex offenders; make recommendations about the budgetary location of the program and client definition.
- 5. Structured Sanctions** - Provide a graphic overview of the structured sanctions system.
- 6. Safety Committee** - Describe the budgetary implications of the recommendations of the Safety Committee.
- 7. State Funding** - Make preliminary recommendations about possible responses to the potential reductions in State funding for the 95-97 biennium.
- 8. Integrated services** - Provide the Board with a summary of the work of the Integrated Services committee with particular emphasis on their results that impact Community Corrections.
- 9. Supervisory positions** - Describe the net changes in supervisory / management positions in Community Corrections beginning with 1992-93 as the base year and showing the changes in 1993-94 and 1994-95.
- 10. Staff / Management ratio** - Show the staff / management ration for Community Corrections for 1992-93, 1992-94, and 1994-95.
- 11. STOP** - Provide a funding overview for STOP with history back to its beginning. Compare the growth in budget with the growth in caseload over the same period.
- 12. 900 Number** - Report on the 900 number for case banked offenders.
- 13. Sanction programs** - Provide goals and objectives for sanction programs and the evaluation plan for each.
- 14. Employee needs** - Provide the Board with the RFP for the facilitator who will help determine employee needs and will help devise a plan to address them.



**Follow Up Items from the May 23 budget work session:**

15. Matrix releases - Report on the number of probation / parole offenders who have been matrixed out of the County detention system.

16. "11's and 12's" - Provide an update on the status of "11's and 12's" with a report on the supervision plan and case banking.

**OTHER**

2. Budget Process - Discuss the potential for a two year budget process.



# MULTNOMAH COUNTY, OREGON

---

**BOARD OF COUNTY COMMISSIONERS**

BEVERLY STEIN  
DAN SALTZMAN  
GARY HANSEN  
TANYA COLLIER  
SHARRON KELLEY

**PLANNING & BUDGET**

PORTLAND BUILDING  
1120 S.W. FIFTH - ROOM 1400  
P. O. BOX 14700  
PORTLAND, OR 97214  
PHONE (503)248-3883

TO: Tamara Holden, Community Corrections Director  
FROM: Dave Warren  
DATE: May 24, 1994  
SUBJECT: Follow Up Items from the Work Session on May 24

---

Just as if you did not have enough questions to answer, the Board added two more to the list this morning prior to beginning their analysis of Management Support Services. They are attached. The desired due date is still May 31, 1994. Let me know if you need further clarification.

c Board of County Commissioners

Larry Aab  
Kelly Bacon  
Susan Clark  
Ginnie Cooper  
Marie Eighmey  
Margaret Epting  
Bill Farver  
Tom Fronk  
Kathy Gillette  
Susan Kaeser  
Jim McConnell  
Hal Ogburn  
Mike Oswald  
District Attorney Mike Schrunk  
Tom Simpson  
Sheriff Bob Skipper  
Meganne Steele  
Kathy Tinkle  
Betsy Williams  
CIC  
Patrol

BOARD OF  
COUNTY COMMISSIONERS  
1594 MAY 24 PM 3 52  
MULTNOMAH COUNTY  
OREGON

**Follow Up Items from the May 24 budget work session:**

**DEPARTMENT OF COMMUNITY CORRECTIONS**

**17. Board Resolution** - Provide a response to the resolution of 10/7/93 explaining what the Department believes it can provide as a response and where in the process of responding they are now.

**18. Mental Health Assessment** - List the places in the justice system where offenders receive mental health assessments.

#1

**PLEASE PRINT LEGIBLY!**

**MEETING DATE** 5/23/95

**NAME** Wm HOFFSTETER

**ADDRESS** 3325 NE SISKIYOU

**STREET**

Portland

**CITY**

**ZIP CODE**

**I WISH TO SPEAK ON AGENDA ITEM #** DCC Budget

**SUPPORT** \_\_\_\_\_ **OPPOSE** ✓

**SUBMIT TO BOARD CLERK**

MEETING DATE: MAY 23, 1994

AGENDA NO: BH-2

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: DEPARTMENT OF COMMUNITY CORRECTIONS BUDGET HEARING

BOARD BRIEFING Date Requested:

Amount of Time Needed:

REGULAR MEETING: Date Requested: MAY 23, 1994

Amount of Time Needed: 4:30-5:00 PM

DEPARTMENT: NON-DEPARTMENTAL DIVISION: CHAIR BEVERLY STEIN

CONTACT: DAVE WARREN TELEPHONE #: 248-3883; EXT 3822  
BLDG/ROOM #: 106/1400

PERSON(S) MAKING PRESENTATION: PUBLIC HEARING

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

PUBLIC HEARING ON THE 1994-95 DEPARTMENT OF COMMUNITY CORRECTIONS BUDGET. TESTIMONY LIMITED TO 3 MINUTES PER PERSON

BOARD OF  
MULTNOMAH COUNTY  
OREGON  
1994 MAY 19 AM 8:54

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

OR

DEPARTMENT MANAGER:

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

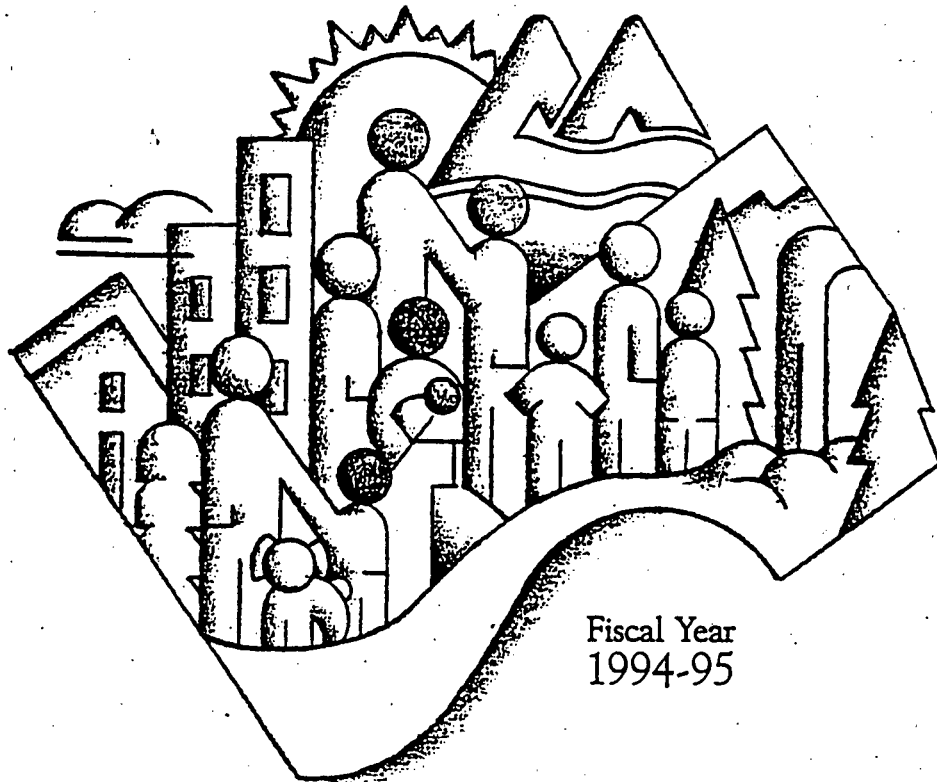
Any Questions: Call the Office of the Board Clerk 248-3277/248-5222

0516C/63

6/93

# Multnomah County Budget

## Supplemental Information



Fiscal Year  
1994-95

Packet #20  
Community Corrections

Follow-up Information from 5/24/94



# MULTNOMAH COUNTY DEPARTMENT OF COMMUNITY CORRECTIONS

## MEMORANDUM

TO: Board of County Commissioners

FROM: M. Tamara Holden, Director *M. Tamara Holden*

DATE: May 31, 1994

RE: Response to follow up items May 24, 1994 budget session

Attached are the responses from the May 24, 1994 budget work session:

**1. Domestic Violence - Explain the links between Community Corrections domestic violence programs and the domestic violence programs in Community and Family Services.**

The Department has worked for the last six years to coordinate supervision/treatment of domestic violence offenders with other members of the community responding to domestic violence. Two Multnomah County Parole/Probation Officers, Marc Hess and Bobbie Mekvold, have supervised an average of 150 domestic violence offenders via a deferred sentencing program. This is a joint effort with the District Attorney, Courts, and treatment providers. Clients with alcohol and drug related problems are referred to ASAP Treatment Services for treatment. An existing contract provides treatment for 96 offenders per year. The goal is a 60% completion rate and a 70% reduction in acts of violence of those who complete the 6 month supervision period.

This community effort has provided a more consistent response to batterers. Those who fail their deferral program are revoked and placed on formal probation and/or given a jail sentence.

Since 1991, Marc and Bobbie have been active members of the Family Violence Intervention Steering Committee for Multnomah County. This networking effort includes staff from the following agencies: Community and Family Services Division; ASAP Treatment Services; Bradley-Angle House; Children's Services Division; Men's Resource Center; Metro Crisis Intervention; Multnomah County Family Courts; the District Attorney's Office; County Health; Office of City Commissioner Gretchen Kafoury; Portland Police Bureau; Women's Crisis Line; Raphael House; and, numerous other Portland area agencies.

Women's Transitional Services has always worked with Domestic Violence advocates to provide intervention and treatment for female offenders who are victims of domestic violence.

Joanne Fuller, District Manager, is a member of the Statewide Domestic Violence Coordinating Committee recently appointed by the Chief Justice of the Supreme Court. In this role, she will be working with professionals from many disciplines to develop statewide protocols for addressing domestic violence.

**2. Community involvement - Discuss proposals to increase Community Corrections efforts to improve public education and community involvement.**

The Department will provide an update on June 10, 1994.

**3. Fees - Provide the Board with recommendations of the Fee Committee and explain any proposed links for the fee revenue with direct expenditures.**

The Department will provide a summary on the Fee Committee recommendations prior to June 10, 1994.

**4. Fees - Discuss the caseloads associated with the proposal to add a Probation Officer dedicated to supervision of predatory sex offenders; make recommendations about the budgetary location of the program and client definition.**

The Department has submitted a budget modification (DCC #7, Attachment A) to the Approved County 94-95 Budget funding one new FTE Parole/Probation Officer in the Intensive Case Management Unit to supervise sex offenders, funded by drug testing fees. Fee collections will begin on July 1, 1994 at a one-time rate of \$40.00 per offender.



**5. Structured Sanctions - Provide a graphic overview of the structured sanctions systems.**

Attachment B.

**6. Safety Committee - Describe the budgetary implications of the recommendations of the Safety Committee.**

The Department has submitted a budget modification (DCC #5, Attachment C) to the approved budget funding the Continuum of Safety Task Force recommendations for equipment and staffing. The recommendations included in the modification, and not already funded in the approved budget, are: one FTE safety/training coordinator; bullet proof vests; asp batons; and cellular phones.

**7. State Funding - Make preliminary recommendations about possible responses to the potential reductions in State funding for the 95-97 biennium.**

The Oregon Department of Corrections (DOC) is planning for a 13% reduction, based on directives from the present governor, but it is not likely that the cut would be taken "across the board," that is, 13% from institutions and 13% from community corrections. Although supportive of a balanced approach to corrections, DOC believes that there will be considerable pressure to implement sentencing policies which will could result in a shift of resources from communities to institutions. In general, state-wide budget planning will be impacted by the outcome of the November election: the new governor, the fate of several ballot measures, and the dynamics of the 1995 Legislature.

With input from the counties, DOC is considering several "downsizing" options which will impact community corrections, including: (1) modification of sentencing guidelines to require non-probationary sentences for lesser felonies; (2) legislation to allow administrative termination of probation; and (3) reduction of lengths of parole/post prison supervision.

These options are likely to translate into reduced funding for supervision, services, and sanctions. We believe that our rate of turnover will spare us from major layoffs, but our actual staffing requirements will be determined by the time study planned for this fall, the downsizing options adopted by the next Legislature, and local priorities. A number of contract programs also may have to be reduced. However, if the Oregon Health Plan is funded to cover substance abuse and mental health treatment, the impact of our service cuts would be lessened.

**8. Integrated services - Provide the Board with a summary of the work of the Integrated Services committee with particular emphasis on their results that impact Community Corrections.**

Our understanding of this item is that the Board wanted a summary of our office siting plans and how those plans fit into the County's plans for integrated services. DCC has been guided by three planning processes in the siting of its office locations: (1) the 1993-95 Community Corrections Plan; (2) the Multnomah County Integrated Human Services Plan, developed by the Integrated Services Committee; and (3) the Facilities Client Committee/Strategic Space Plan now under development. Those three plans are consistent in that each speaks to the need to provide community based programs that maximize coordination of resources and reduce barriers to accessing services.

**A. 1993-95 Community Corrections Plan**

The 1993-95 Plan called for more new program development than had ever been attempted since Multnomah County began participating in the Community Corrections Act. DCC has been implementing the Plan in an environment that has made program siting a challenging process. We were able to site the Learning Center, the Day Reporting Center, and our Intensive Case Management Unit within existing facilities. We were successful in siting an office in the East County District, but we have not yet found a suitable location in North Portland. We contracted with the Sheriff for sanction beds and with Clackamas County for a PV/Work Release Center just across the county line. Negotiations are proceeding to lease space just off NE Sandy at 24th for our Misdemeanor/Volunteer Unit.

Although we were forced to close a planned site for several programs in Southeast Portland because of neighborhood concerns, we are pleased that all planned programs (with the exception of a North Portland office) will be operational within the next few weeks. As a result of our initial experiences with neighborhood associations, we learned that their early involvement in site selection is essential. We know that we need community support for successful community corrections programs.

**B. Multnomah County Integrated Service Plan**

The Multnomah County Integrated Service Plan (Revised 5/93) is based on six underlying values: (1) promoting client independence and empowerment; (2) involving individuals and communities in decisions that affect them; (3) using the least restrictive and least expensive

interventions; (4) providing high quality, integrated services with minimal barriers to access; (5) making services and service authorization as close to the need as possible; and (6) encouraging change and innovation to keep the system responsive.

It is important to note the impact of these values on the siting of our offices and programs. Integration could be facilitated by co-locating our staff with staff from other agencies. Our mental health program is a good example of co-location. We contract with a community agency to provide mental health staff and services at each of our district offices. Our new office in East County (Gresham) will provide office space for one or more neighborhood agencies serving our clients. However, co-location is not an essential requirement for integrated services, nor is it practical, in some cases, because of neighborhood concerns about the clients that DCC serves. Therefore, we believe that locating offices/programs in close proximity to other services is a viable and effective option. We also rely on the District Coordinating Teams, cross training and joint training, outreach, and information sharing to further the objectives of the Integrated Services Plan. Those strategies are already in place or are being developed with the active participation of DCC.

C. Facilities Client Committee/Strategic Space Plan

Our siting decisions will be consistent with the County's Strategic Space Plan, now under development by the Facilities Client Committee. The Committee has prepared draft statements of values and basic assumptions which support the Integrated Human Services Plan. Key values and their impact on DCC include:

- (1) *Community involvement*, particularly in the siting of programs. DCC is involved in dialogues with an increasing number of neighborhood associations around the location of our programs and the services they can provide to the neighborhood.
- (2) *Customer service*. DCC's RESULTS Committee will be exploring options for enhancing the quality of our services and the public's understanding and appreciation of those services.
- (3) *Accessibility*. DCC will seek program sites that provide good access to public transportation, parking, and other community services. We will also comply with ADA requirements for making our services accessible to those with disabilities.

- (4) *Fiscally Responsible.* DCC will site programs within budget and work with Facilities Management and the Board to maximize the long-term benefit of our siting decisions through consideration of various lease, purchase, and finance options.
- (5) *Safety.* DCC will be responsive to the safety requirements of staff, clients, and the public. Our Continuum of Safety Task Force and the Safety Committees at each office are expected to develop a number of recommendations in this area.
- (6) *Cooperation, collaboration, and co-location* to maximize facility utilization, minimize duplication, and improve service delivery. DCC delivers most of its services in cooperation with other public and private agencies. Examples of recently enhanced collaboration include the Target Cities and Jail Mental Health initiatives. DCC continues to explore co-location with other agencies, though as noted above, co-location is not always necessary for service integration.

Key assumptions of the Strategic Space Plan include:

- (1) *Decentralization.* DCC plans to locate offices in each service district and is cooperating with other County agencies in coordinating outreach efforts.
- (2) *Program-specific location and space requirements.* The Plan will recognize that different programs will have different location and space requirements. DCC must be particularly careful about siting programs because of citizens' concerns about the impact of our clients on their safety.
- (3) *Integration.* The Plan will recognize that integration of services will require different arrangements for different agencies. Possibilities include co-location, proximate location, and electronic linkages. DCC will be involved in all three types of integration.

**9. Supervisory positions - Describe the net changes in supervisory/management positions in Community Corrections beginning with 1992-93 as the base year and showing the changes in 1993-94 and 1994-95.**

The Department will provide a chart depicting changes on June 10, 1994.

**10. Staff/Management ratio - Show the staff/management ratio for Community Corrections for 1992-93, 1992-94, and 1994-95.**

The Department will provide a chart depicting changes on June 10, 1994.

**11. STOP - Provide a funding overview for STOP with history back to its beginning. Compare the growth in budget with the growth in caseload over the same period.**

The program began operating in August 1991.

	1991-92	1992-93	1993-94	1994-95 Projected
BUDGET TOTAL	400,000	400,000	638,300	710,000
Federal	300,000	300,000	400,000	360,000
City	100,000	100,000	100,000	100,000
County			138,300	250,000
TOTAL SERVED	634	802	1,129 est.	1,200

The cost per client increased as the program added staff to meet State certification requirements.

**12. 900 Number - Report on the 900 number for case banked offenders.**

The tele-monitoring enhanced supervision program has evolved into Casebank Central (CBC) and is currently being operated out of our West District Office located at the corner of SW 12th and Stark. The staff is comprised of two parole/probation officers, one corrections technician and one office assistant II.

As of 5/25/94, they are supervising a total of 1,070 clients of which 379 are classified as low risk (score of 9 or 10) and 691 are limited risk (score of 11 or 12). Department wide, we are currently supervising 2,791 low risk clients and 2,096 limited risk clients. These figures include the CBC numbers outlined above.

We are attempting to reduce our non person to person 11 & 12 population by recommending early termination when appropriate or reduction to bench probation. Following this effort, the remaining cases are being forwarded to CBC for supervision.

Also, low & limited risk clients are being sent directly to CBC following their intake at the Diagnostic Center. This effort enables our parole/probation officers to focus their efforts on the supervision of medium and high risk individuals.

To date, our efforts to reduce the percentage of limited risk offenders has been largely unsuccessful, as our local Courts prefer reduced levels of supervision to granting early termination or placement on bench probation.

**13. Sanction programs - Provide goals and objectives for sanction programs and the evaluation plan for each.**

This information is currently being compiled by the responsible Program Administrators and will be made available to the Board on June 10, 1994.

**14. Employee needs - Provide the Board with the RFP for the facilitator who will help determine employee needs and will help devise a plan to address them.**

A DRAFT copy of the RFP is attached (Attachment D). It solicits proposals for organization development, including assessment, technical assistance, and training. This DRAFT will be revised with input from our RESULTS Committee and forwarded to Purchasing for publication by mid-June.

**15. Matrix releases - Report on the number of probation/parole offenders who have been matrixed out of the County detention system.**

The Department will provide a summary on matrix releases on June 10, 1994.

**16. "11's and 12's" - Provide an update on the status of "11's and 12's" with a report on the supervision plan and case banking.**

See the Department's response in #12.

17. **Board Resolution** - Provide a response to the resolution of 10/7/93 explaining what the Department believes it can provide as a response and where in the process of responding they are now.

Ratification of an Intergovernmental Agreement, Contract #900374, between Multnomah County and the State Department of Corrections/Board of Parole and Post Prison Supervision for the Delivery of Services as an Option I County According to the 1993-95 Community Corrections Plan:

**CCA Plan 93-95 Amendments:**

**Amendment #1:**

*"No later than July 1, 1994 offenders subject to drug testing will be charged fees to help defray the costs of the tests."*

*"Additionally, funds freed by the imposition of an offender-paid fee structure for drug testing, sex offender treatment or other offender paid fees, as well as any other reductions in costs to Multnomah County for drug testing, will be dedicated to placing predatory sex offenders (including rapists, pedophiles and incest offenders who refuse treatment) under the DCC Intensive supervision program."*

*"No later than July 1, 1994 offenders subject to drug testing will be charged fees to help defray the costs of the tests. A fee structure will be determined based on a study of costs, ability to pay and expected rate of collections, to be completed by the DCC by November 15, 1993. All funds recovered through fee collection, as well as savings realized through the reduction of drug testing costs generally, will be dedicated to funding the inclusion of predatory sex offenders (including rapists, pedophiles and incest offenders who refuse treatment) into the DCC Intensive supervision program."*

The language in this amendment is problematic in that "...offenders subject to drug testing will be charged fees to help defray the costs of the tests" appears to be inconsistent with the later statement that all funds recovered by fee collections will be dedicated to funding the supervision of sex offenders in the Intensive Supervision Program (now referred to as the Intensive Case Management Program). The statement that "all funds recovered through fee collection" restricts the Department from developing and implementing fee-supported programs such as offsetting costs and enhancing treatment services for sex offenders by collecting fees from sex offenders who can pay and offsetting costs and enhancing treatment for domestic violence offenders by collecting fees from the domestic violence diversion offenders.

The Department has interpreted the Board's intent by funding a position with the Intensive Case Management for the supervision of predatory sex offenders with the funds collected from drug test offenders. This will not reduce the department's drug testing needs and expenditures. **\*See answer to question #4 of this document.**

**Amendment #2:**

*"A taskforce, including parole and probation officers, will be established to review the full range of safety issues affecting the Department and prepare recommendations by March 31, 1994."*

The Continuum of Safety Task Force report will be completed June 1, 1994. Budgetary implications are discussed in #6 of this document.

**Amendment #3:**

*"The Department of Community Corrections will develop goals, objectives and client centered outcomes for each sanction in the 1994-95 program budget."*

**\*See answer to question #13 of this document.**

**Amendment #4:**

*"There has been a great deal of change in the Department of Community Corrections over the past 4 years. The Department recognizes employee needs in a changing environment and will affirmatively address those needs in accordance with a plan presented to the Board of County Commissioners."*

**\*See answer to question #14 of this document.**

**Amendment #5:**

*"An Integrated service plan will be developed with Community and other departments that includes goals, policies, and plans, timelines, and evaluation methods."*

**\*See answer to question #8 of this document.**

**Amendment #6:**

*"The Department of community Corrections in partnership with the Multnomah County Sheriff will submit a written plan addressing matrixing, use of jail beds*



*and use of restitution center beds by January 1, 1994. The number of matrixed parole and probation offenders will be tracked and evaluated yearly."*

**\*See answer to question #15.**

**Amendment #7:**

*"Prior to the elimination of supervision of 11's and 12's a plan will be developed to track current offenders. An evaluation of non-supervision of 11's and 12's will be completed by October 1, 1994. The Board of County Commissioners will then determine appropriate levels of supervision."*

**\*See answer and attachment to question #16 of this document.**

**18. Mental Health Assessment - List the places in the justice system where offenders receive mental health assessments.**

**Mental health assessments are completed on offenders as follows:**

**Jail:**

The Corrections Health Program, a collaborative endeavor of the Health Department and the Sheriff's Office, completes a number of assessments of jail inmates geared primarily to crisis intervention. The proposed Jail - Mental Health initiative will provide resources for more thorough assessments, interventions, and the development of post-release treatment plans (to be implemented in cooperation with DCC, see Attachment E).

**DCC Diagnostic Center:**

The Diagnostic Center provides (through contracts with psychologists) specialized assessments for sentencing courts. These assessments focus on an offender's risk to the community, his/her treatment and behavioral control requirements, and his/her amenability to treatment.

**DCC Mental Health Program:**

DCC contracts with a private non-profit agency to provide mental health services at each of our district offices. Services include assessment, consultation, case management, and medication management.

Other:

A number of DCC programs are able to obtain mental health evaluations using budgeted funds or special arrangements with other service providers.

# **ATTACHMENT**

**A**

BUDGET AMENDMENT NO. 6

Date Proposed \_\_\_\_\_

Date Approved \_\_\_\_\_

Proposed By \_\_\_\_\_

Department DCC Fund 156 Budget Pages \_\_\_\_\_**Description of Amendment**

Reduce Drug Testing Fees in Program Development & Eval by \$51,400 and shift to Intensive Case Management to pay for 1 FTE Probation/Parole Officer. Increase Sanctions & Services revenue to cover cost of drug testing by \$51,400.

Increase Polygraph contract with Sanctions & Services Revenue by \$5,500.

Increase Services for Women Leaving Prostitution contract to include a 3% COLA from City of Portland and General Fund revenues in the amount of \$5,283.

City of Portland 4,032

General Fund 1,251 (shift from Admin 156-021-2170)

Increase transitional sanction violation beds @ \$50 x 24 beds x 365 dys, Sanctions & Services revenue.

**Personnel Changes**

Job Title	FTE	Base	Fringe	Ins	Total
					0
					0
					0
					0

**Revenue Impact**

Increase Sanctions & Services revenue	513,152 (addtl fy 93-94 carryover)
Reduce Drug Testing Fees	(51,400)
Increase City of Portland revenue	4,032
Increase General Fund	1,251 (Shift from Admin)
	467,035

Fund	Agency	Organi- zation	Object/ Revenue	Increase (Decrease)	Notes
<b>EXPENDITURES</b>					
156	021	2307	6060	5,500	Pass Through Polygraph contract
156	021	2308	6060	5,283	Pass Through Prostitution Altern contract
156	021	2310	7100	18,252	Indirect
156	021	2310	7500	438,000	Beds-Trans Sanc Viol 24 beds @ \$50x365 dys
				467,035	S/T
<b>REVENUE</b>					
156	021	2321		(51,400)	Drug Testing Fees (shift to ICM)
156	021	2321	2337	51,400	Sanctions & Svcs (addtl 93-94 carryover)
156	021	2307	2337	5,575	Sanctions & Svcs (addtl 93-94 carryover)
156	021	2308	7601	1,251	General Fund C/T increase (from Admin)
156	021	2308	2773	4,032	City of Portland revenue increase
156	021	2310	2337	456,177	Sanctions & Svcs (addtl 93-94 carryover)
				467,035	S/T

Amount on GENERAL fund CONTINGENCY \$ \_\_\_\_\_

**ATTACHMENT**

**B**

## Basic Structured Sanctions Process

Violation of supervision.

PO reviews available information, determines "Section" from Crime Seriousness/Criminal History grid, determines level of intervention from Structured Intermediate Sanctions Sentencing grid, reviews available sanctions.

PO selects sanction which may be; reprimand, increased reporting, additional or enhanced treatment, community service work, Day Reporting Center, Intensive Case Management, PV Center, or jail.

PO provides Notice of Rights to offender if required and imposes sanction - offender may decline to accept sanction. Sanction report filed with DA and Court(s).

Offender completes sanction.

*NOTES; All parolees are eligible for structured sanctions. All probationers who committed crimes of supervision after 9/1/93 or who agree to the structured sanctions process with the consent of the sentencing court are eligible. Sanctions may be progressive, but the goal is to change offender behavior.*

# Crime Seriousness / Criminal History Grid

		CRIMINAL HISTORY SCALE										
		Multiple (3+) Felony Person Offender	Repeat (2) Felony Person Offender	Single (1) Felony Person With Felony Non-Person	Single (1) Felony Person Offender	Multiple (4+) Felony Non-Person Offender	Repeat (2-3) Felony Non-Person Offender	Significant Minor Criminal Record	Minor Criminal Record	Minor Misdemeanor or No Criminal Record		
		A	B	C	D	E	F	G	H	I		
CRIME SERIOUSNESS SCALE	Murder	11	225-269	196-224	178-194	149-177	149-177	135-148	129-134	122-128	120-121	SECTION 1
	Manslaughter I Assault I, Rape I Arson I	10	121-130	116-120	111-115	91-110	81-90	71-80	66-70	61-65	58-60	
	Rape I, Assault I, Kidnapping I, Arson I, Burglary I, Robbery	9	66-72	61-65	56-60	51-55	46-50	41-45	39-40	37-38	34-36	
	Manslaughter II, Sexual Abuse I, Assault II, Rape II, Using Child In Display of Sexual Conduct, Drugs - Minors, Cult/Manuf/Deliver, Compelling Prostitution, Negligent Homicide	8	41-45	35-40	29-34	27-28	25-26	23-24	21-22	19-20	16-18	
	Extortion, Coercion, Supplying Contraband, Escape I, Criminal Mistreatment I	7	31-36	25-30	21-24	19-20	16-18	.90 180 90	.90 180 90	.90 180 90	.90 180 90	
	Robbery II, Assault III, Rape III, Bribe Receiving, Intimidation, Property Crimes over \$50,000, Drug Possession	6	25-30	19-24	15-18	13-14	10-12	.90 180 90	.90 180 90	.90 180 90	.90 180 90	
	Robbery III, Theft By Receiving, Trafficking, Stolen Vehicles, Property Crimes \$10,000 to \$49,999	5	15-16	13-14	11-12	9-10	6-8	.90 180 90	.60 120 60	.60 120 60	.60 120 60	
	FTA I, Custodial Interference II, Property Crimes \$5,000 to \$9,999 Drug Cultiv/Manuf/Deliver	4	10-10	8-9	.60 120 60	.60 120 60	.60 120 60	.60 120 60	.60 120 60	.60 120 60	.60 120 60	
	Abandon Child, Abuse of Corpse, Criminal Nonsupport, Property Crimes \$1,000 to \$4,999	3	.60 120 60	.60 120 60	.60 120 60	.60 120 60	.60 120 60	.60 120 60	.30 90 30	.30 90 30	.30 90 30	
	Dealing Child Pornography, Violation of Wildlife Laws, Welfare Fraud, Property Crimes under \$1,000	2	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	
Altering Firearm ID, Habitual Offender, Violation, Bigamy, Paramilitary Activity, Drugs- Possession	1	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	.30 90 30	SECTION 2	
SECTION 3												

UPPER NUMBER IS THE ADDED NON-JAIL CUSTODY UNITS; LOWER NUMBER IS THE MAXIMUM NUMBER OF JAIL DAYS WHICH MAY BE IMPOSED.

# STRUCTURED INTERMEDIATE SANCTIONS SANCTIONING GRID

SYSTEM RESPONSE	LESS SERIOUS	MODERATELY SERIOUS	SERIOUS
<p>Fails to report truthfully OR notify Probation Officer as directed.</p> <p>Willfully fails to meet payment schedule.</p> <p>NOTE: SYSTEM RESPONSE TO BE USED WHEN OTHER RESPONSES ARE NOT APPLICABLE.</p>	<p>Prohibited use of alcohol and/or drugs (1 or 2 times) OR fails to submit to testing.</p> <p>Misses appointments (1 or 2 times) for treatment programs.</p> <p>Refuses to accept personal responsibilities.</p>	<p>Crimes with Crime Seriousness Scale of 3 and less (Sentencing Guidelines Grid).</p> <p>Participates irregularly AND fails to successfully complete prescribed treatment programs; takes prescribed psychotropic medications irregularly.</p> <p>Fails to take antabuse.</p> <p>Prohibited use of alcohol and/or drugs OR fails to submit to testing (3 times).</p> <p>Fails to recognize the authority of the Court or Probation Officer AND consistently fails to follow the directives of the Court or Probation Officer related to conditions of supervision not otherwise listed.</p>	<p>Crimes with Crime Seriousness Scale of 4 and above (Sentencing Guidelines Grid) and all Person to Person crimes.</p> <p>Possession or use of dangerous/deadly weapons.</p> <p>Prohibited contact with minors/victims/survivors.</p> <p>Refusal to take prescribed psychotropic medications.</p> <p>Prohibited use of alcohol and/or drugs OR fails to submit to testing (4 or more times.)</p> <p>Refusal to participate in prescribed treatment programs.</p> <p>Absconds supervision.</p> <p>Refuses to comply with imposed sanctions.</p>

SUPERVISION  
LEVEL

*Section 1 From Grid:*

HIGH	AGENCY LEVEL 5 UNITS	AGCY/HO LEVEL 25 UNITS	COURT/BOARD LEVEL	COURT/BOARD LEVEL
MEDIUM	AGENCY LEVEL 2 UNITS	AGCY/HO LEVEL 20 UNITS	AGCY/HO LEVEL 30 UNITS	COURT/BOARD LEVEL
LOW	AGENCY LEVEL 2 UNITS	AGENCY LEVEL 15 UNITS	AGCY/HO LEVEL 25 UNITS	COURT/BOARD LEVEL

*Section 2 From Grid:*

HIGH	AGENCY LEVEL 5 UNITS	AGCY/HO LEVEL 20 UNITS	AGCY/HO LEVEL 25 UNITS	COURT/BOARD LEVEL
MEDIUM	AGENCY LEVEL 2 UNITS	AGENCY LEVEL 15 UNITS	AGCY/HO LEVEL 20 UNITS	COURT/BOARD LEVEL
LOW	AGENCY LEVEL 2 UNITS	AGENCY LEVEL 10 UNITS	AGENCY LEVEL 15 UNITS	AGCY/HO LEVEL 30 UNITS

*Section 3 From Grid:*

HIGH	AGENCY LEVEL 5 UNITS	AGENCY LEVEL 15 UNITS	AGCY/HO LEVEL 20 UNITS	COURT/BOARD LEVEL
MEDIUM	AGENCY LEVEL 2 UNITS	AGENCY LEVEL 10 UNITS	AGENCY LEVEL 15 UNITS	AGCY/HO LEVEL 30 UNITS
LOW	AGENCY LEVEL 2 UNITS	AGENCY LEVEL 5 UNITS	AGENCY LEVEL 10 UNITS	AGCY/HO LEVEL 25 UNITS



# MULTNOMAH COUNTY COMMUNITY CORRECTIONS SANCTION OPTIONS

INTERVENTIONS	SANCTION UNITS
<b>Probation Officer Responses:</b>  Adding requirements (i.e. get drivers license, GED, monitor medication) Breaking barriers/cognitive restructuring Contracted programs/services * Curfew Day Reporting Center Increased reporting Increased supervision Intensive case management Job search Mental health/alcohol/drug evaluation/assessment *Modifying conditions Outpatient treatment Prison tour Staffing w/offender & other staff Support groups Theft talk Urinalysis Verbal reprimand Victims panel Victim Offender Reconciliation Program Women's Transition Srv/ADAPT Written reprimand	<b>REQUIRES SUPERVISOR'S APPROVAL</b>  <b>Note: All sanction units are either jail or non-jail.</b>  <b>Nonjail Sanction Units:</b> * Restitution Center * Probation Violation Center * Forest Project * Electronic House Arrest * Inpatient Treatment * Non-electronic House Arrest * Community Service/ Work Crew *Work Release *Jail  <u><b>NOTE:</b></u>  *Asterixed interventions require notice of rights

\* Modifying Conditions, extending supervision, and revocation require supervisor's approval and court permission.

**SANCTION UNIT CALCULATION ACCORDING TO STATE SENTENCING GUIDELINES RULE - EXPENDED UNITS MUST BE TRACKED**

JAIL:	1 DAY EQUALS 1 UNIT (ONLY FOR ACTUAL DAYS IN CUSTODY)
RESTITUTION CENTER:	1 DAY EQUALS 1 UNIT (ONLY FOR ACTUAL DAYS IN CUSTODY)
HOUSE ARREST:	1 DAY EQUALS 1 UNIT (ONLY IF COMPLETED SATISFACTORILY)
FOREST CAMP:	1 DAY EQUALS 1 UNIT (ONLY IF COMPLETED SATISFACTORILY)
COMMUNITY SERVICE:	16 HOURS EQUALS 1 UNIT (ONLY IF COMPLETED SATISFACTORILY)
WORK CREW:	16 HOURS EQUALS 1 UNIT (ONLY IF COMPLETED SATISFACTORILY)
INPATIENT TREATMENT:	1 DAY EQUALS 1 UNIT (ONLY IF COMPLETED SATISFACTORILY)

**ATTACHMENT**

**C**

Proposed By

Department

DCC

Fund

156

Budget Pages

## Description of Amendment

Increase Sanctions & Services revenue in Administration by \$118,357 from Sanctions & Services revenue reduction in the Literacy program. The increase will offset costs for continuum of Safety Task Force recommendations:

1 FTE Safety Training Officer	60,382
Individually fitted safety vests	90,000
ASP'S Expandable Batons	12,000
Cellular phones	4,000
Indirect	6,905
	173,287

## Personnel Changes

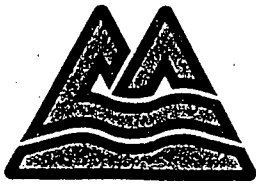
Job Title	FTE	Base	Fringe	Ins	Total
Safety Training Officer	1.00	41,762	14,521	4,099	60,382

## Revenue Impact

Increase Sanctions & Svcs revenue	118,357 (from Literacy program)
Increase Sanctions & Svcs revenue	56,181 (addtnl 93-94 carryover)
Decrease GF C/T	(1,251)(shift to Contracts)
Total	173,287

Fund	Agency	Organi- zation	Object/ Revenue	Increase (Decrease)	Notes
<b>EXPENDITURES</b>					
156	021	2170	5100	41,762	Permanent
156	021	2170	5500	14,521	Fringe
156	021	2170	5550	4,099	Insurance
156	021	2170	6230	102,000	Supplies
156	021	2170	7100	6,905	Indirect @ 4.15%
156	021	2170	7150	4,000	Telephone
				173,287	S/T
<b>REVENUE</b>					
156	021	2170	2337	118,357	State Sanctions & Services (from Literacy prog)
156	021	2170	2337	56,181	State Sanctions & Services (addtnl carryover)
156	021	2170	7601	(1,251)	Gen Fund Cash Transfer
				173,287	S/T

on GENERAL fund CONTINGENCY \$



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY CORRECTIONS  
M. TAMARA HOLDEN, DIRECTOR  
421 S.W. 5TH, SUITE 600  
PORTLAND, OREGON 97204  
(503) 248-3701 FAX (503) 248-3990

BEVERLY STEIN  
COUNTY CHAIR

## MEMORANDUM

TO: Multnomah County Board of Commissioners

FROM: M. Tamara Holden, Director *Mrs. Holden*

DATE: May 18, 1994

RE: Increased Safety for all Department of Community Corrections Staff

### Introduction -

In November 1993, the Director of the Department of Community Corrections appointed a task force to explore the continuum of safety issues confronted by all Department employees. This task force, chaired by Jean Miley, County Risk Manager, will make recommendations regarding policies, practices, equipment and training in order to increase employee safety. The committee will complete their recommendations by June 1994. It is expected that the implementation of these recommendations will require the Department to provide additional training and equipment for staff at additional cost.

### Evaluation -

The Continuum of Safety Task Force recommendations will include specifics to:

- on-going training
- equipment
- procedures

The Department ability to implement those procedures and make the purchases is critical. The Task Force report will address procedures for processing safety issues.

**SAFETY**  
**PAGE**

**Financial Impact -**

Specialized training and equipment will require increased funding. The exact amount will be determined based on availability of funding and a responsible, prudent approach to the issues.

**Legal Issues -**

The Task Force is conferring with County Counsel and the report will point out legal issues that may arise from the recommendations.

**Controversial Issues -**

The issue of arming of Department staff is controversial. Currently, the Department of Community Corrections approves individual probation and parole officers to carry firearms on the job in response to specific threats to the officer's life. Throughout the Country various probation and parole departments have chosen to respond to the issue of arming for probation and parole officers in different ways. In 1993, the State of Oregon Department of Corrections developed a policy to allow probation and parole officers the option of carrying a firearm on the job. While each of these approaches may make sense in the particular jurisdiction, Multnomah County policy makers must decide which approach is prudent for Multnomah County. The task force will be making a recommendation which will be available for review. This task force will also include information on the "pros and cons" of possible arming options. Since, Department staff hold a wide range of views on the issue of arming and so many staff are passionate about their view, no recommendation from the committee will satisfy all of the Department staff.

**Link to Current County Policies -**

The County has an on-going interest in increasing the safety of employees in the work place.

**Citizen Participation -**

N/A

**Partnership & Collaboration -**

This task force involves collaboration between the County's Risk Manager and the Department. There will be a review of the recommendations by County Counsel, Labor Relations and Employee Services should any of these recommendations have impact in those areas.

The Task Force has reviewed materials and contacted organizations throughout Oregon, neighboring states, national organizations and local and national studies as a part of the background and in the development of the recommendations.

**ATTACHMENT**

**D**

**DRAFT** 4/12/97

**REQUEST FOR PROPOSALS  
FOR  
ORGANIZATION DEVELOPMENT SERVICES  
RFP # \_\_\_\_\_**

This Request for Proposal (RFP) package contains all information necessary to complete and submit a proposal. Proposers are encouraged to review the Request for Proposal package in detail prior to beginning work on your proposal.

An original and five copies of all proposals must be received by the Multnomah County Purchasing Director located at 2505 S.E. 11th Avenue, Portland, OR 97202 by 4:00 P.M., Friday, ----- . Late proposals will not be accepted. Multnomah County reserves the right to reject any or all responses to the Request for Proposals.

TABLE OF CONTENTS			
Section I.	General Information	Page	2
Section II.	Introduction	Page	4
Section III.	Scope of Services	Page	8
Section IV.	Proposal Content and Evaluation Criteria	Page	11
Section V.	Proposal Evaluation Procedure	Page	12
Section VI.	Contract Requirements	Page	13
Section VII.	Technical Assistance	Page	13
Section VIII.	Appeals	Page	13
Section IX.	Cancellation	Page	14
Section X.	State Law Compliance	Page	14
Section XI.	Assignment	Page	15
Section XII.	Non-Discrimination in Employment	Page	15
Section XIII.	Americans With Disabilities Act	Page	15
Section XIV.	OMB Circular A-133	Page	15
Section XV.	Recyclable Products	Page	15
Appendix			

## SECTION I GENERAL INFORMATION

**Award Amount** Up to \$20,000.

**Submission.** Completed proposals, including an original and five (5) copies, must be delivered to the Multnomah County Purchasing Director 2505 SE 11th Avenue, Portland, Oregon 97202 by 4:00 p.m., Friday, \_\_\_\_\_. Late proposals will not be accepted.

**Conference.** A pre-proposer's conference will be held at \_\_\_\_\_ in the conference room of the Department of Community Corrections, 421 SW 5th Avenue, Suite 600, Portland, Oregon 97204 at which time any questions concerning the RFP will be addressed.

Questions concerning this RFP should be addressed to Ms. Franna Hathaway at (503) 248-5111 (FAX 248-3252) or by writing to: Multnomah County Purchasing, Attn: Ms. Franna Hathaway, 2505 SE 11th Avenue, Portland, OR 97202.

This announcement does not commit the Department of Community Corrections to award a contract or to pay any costs incurred in the preparation of proposals. Multnomah County reserves the right to reject all proposals submitted and/or to cancel this announcement. All contracts awarded shall be based upon the proposal most advantageous to Multnomah County Department of Community Corrections, price and other factors considered. All contracts are subject to the availability of funds.



### Proposal Review Schedule

ACTIVITY		DATE
1.	Request for Proposals announcement.	
2.	Proposers conference (staff will respond to questions concerning the RFP) at 3:00 p.m. at 421 S.W. 5th Avenue, Suite 640, Portland, OR 97204	
3.	Last day to submit questions for clarification.	
4.	Last day to submit proposals by 4:00 p.m.	
5.	Proposal Review Committee meets.	
6.	Award announced - successful applicant notified by mail.	May 1994
7.	Contract finalized.	June 1994
8.	Contract Implemented.	July 1994

DCC reserves the right to deviate from this schedule.

## SECTION II. INTRODUCTION

The Department of Community Corrections (DCC) solicits proposals for an organizational assessment, technical assistance, and training related to the management of change and development of more effective management.

The Department provides an integrated array of probation/parole supervision, treatment, and sanction services targeting offenders referred by the Courts and Parole Board. There are now approximately 275 employees in the Department, including 123 probation and parole officers, plus counseling, program, support, and management personnel. The organizational structure reflects a geographically decentralized delivery of services. Services are currently provided through five field offices which include program sites, a diagnostic center, and an administrative center. A sixth field office will open in the very near future. The Department's Mission and Values Statement is attached as Appendix A.

Over the last three years, the Department has undergone a multitude of significant changes. The scope and pace of change continues to impact all staff. Many of these changes were imposed by the Legislature, the Oregon Department of Corrections (DOC), or the County. As a result, staff did not have a full opportunity to "own" the changes. Major changes are summarized below.

### A. Option 1

Prior to July 1991, the Oregon DOC provided parole and felony probation supervision services in Multnomah County, while DCC provided treatment and sanction services and misdemeanor probation supervision. In July 1991, under Option 1 of the Community Corrections Act (ORS 423.500 to 423.560), the County opted to assume full responsibility for the local community corrections program. Approximately 150 state employees were transferred to the County. Many of them would have preferred to remain state employees for a variety of reasons. Some of the reasons are related to salary, benefits, and union representation.

### B. Integrated Human Services

The Integrated Human Services System is a Multnomah County initiative which involves various County departments in an effort to provide an efficient and effective, value-driven system for delivering services. Objectives include:

1. *Maximize coordination of services and resources to increase effectiveness.*

2. *Develop proactive service delivery; early intervention; focus on families.*
3. *Reduce barriers to accessing services.*
4. *Empower communities and line-level service providers.*

To accomplish these objectives, the Department has become more involved at the neighborhood level in an effort to identify and respond to community and family needs. Staff have attended neighborhood association meetings and participate actively on each District Coordinating Committee.

In adopting service integration as a service delivery model, the Department has begun a reorganization endeavor to provide services in six districts and a Diagnostic Center, consistent with county policy initiatives. Department staff will work collaboratively with other agencies to focus on families and early intervention. Case plans will increasingly incorporate interagency input and address family needs. This will require joint training with social service, health, education, law enforcement, and community organizations. These changes will increase the visibility and activity of the Department in our communities, creating a need to educate citizens and neighborhood groups about our clients and the work we do.

Our transition plan, developed with input from most classifications and levels of staff, calls for some staff movement, changes in the services offered in some offices, and establishment of two new offices to serve North Portland and East County. The logistical and personnel issues involved in the transition are considerable and we have relied on staff committees to develop a set of principles to guide an equitable and efficient process. However, some question both the need for the new offices and the degree of integration that can or should be established with other agencies.

In our district offices, one or more programs are located along with traditional probation/parole units under a District Manager. That is a significant change for the Department. Formerly, program and supervision units were under separate management structures, but the Department realized that the effectiveness of all of our components is enhanced by their integration. Similarly, the Department recognizes that the effectiveness of community corrections will be enhanced by working with county health and social services agencies to meet the needs of our common clients and their families. This will require several location and facility alternatives and options.

### C. Benchmarks

In 1993, Oregon adopted a number of benchmarks that define priorities and objectives for the social, economic, and environmental health of the state and the safety and welfare of its communities, families, and citizens. Multnomah County and the City of Portland collaborated to adapt several of the benchmarks to guide local planning and budgeting. The Department of Community Corrections is committed to supporting benchmarks related to improved outcomes for parole, probation, and diversion programs. The Department is also working with other local public and private organizations to support benchmarks targeting children and families. That requires changes in the way we work with our clients in their homes and communities, and changes in the way we measure and evaluate our work.

### D. Structured Sanctions

Structured Sanctions is a state-wide effort to:

1. *Maximize the effectiveness of probation and parole officers by authorizing them to administer immediate sanctions up to and including jail;*
2. *Develop a range of intermediate sanction options in each county; and*
3. *Reduce the number of commitments to prison.*

Structured Sanctions builds on our experience with a pilot project which used a standardized sanctions grid in responding to parole violators. Effective 9/1/93, a similar process was extended to probation cases by legislative mandate (1993 Oregon Laws, Chapter 680). Community corrections has been given an opportunity to demonstrate that local sanctions and services can reduce recidivism and that local intermediate sanctions can reduce the pressure on overcrowded prisons. In fact, our Intergovernmental Agreement with the Oregon Department of Corrections for this biennium requires that we reduce commitments for technical probation and parole violations by 50%. To accomplish this, the Department is in the process of implementing several new community-based sanction programs: Intensive Case Management, Day Reporting Center, DROP (immediate sanction for positive drug test), and Work Release/Probation and Parole Violation Center. In addition, specialized units have been developed to work with gang-involved offenders, DUI/traffic offenders, and low risk offenders. Other new programs include Safety Action Teams (a cooperative effort to support community policing with public safety,

school, and community organizations), Parole Transition Project, and a computer assisted literacy lab.

Structured Sanctions changes the way staff work with their clients and respond to non-compliance. It also changes some of the related reporting requirements. The workload impacts of Structured Sanctions are complex and not yet quantified. There is a workload savings because of reduced staff time spent in preparing for, travelling to, and waiting for formal probation violation hearings in court. There is also a workload increase related to the imposition and documentation of administratively handled sanctions.

#### E. Automation

While adjusting to the structural and functional changes described above, the Department has been working closely with the Oregon DOC to implement a consistent statewide automated case management system known as ISIS. This project includes a number of components, such as electronic case files, E-mail, client fee tracking, intake assessment and referral, community resource directories, program evaluation, and management reporting. The scope of the project has required the Department to develop and allocate resources for system design, technical assistance, equipment, and training. Although the project has occasionally disrupted some operations, the Department recognizes that it will result in more efficient case management and enhanced measurement and reporting of workload indicators and outcomes. Staff who have had the opportunity to begin working in ISIS have commented favorably on its potential.

#### F. Administrative Changes

The change to full County management of community corrections (Option 1) in July 1991 was a major change in the administration and delivery of services. It altered many communication, support, and supervisory relationships that had been well established. As the Department struggled with these and other issues, the Director was dismissed in April 1992. A new Director was appointed in May 1992. In April 1993, the County Chair passed away. An Acting Chair served until the present Chair assumed office in August 1993. The present five person Board of County Commissioners (including the Chair) includes three members who were not on the Board in 1991. These changes in County government have resulted in new priorities, managerial structures, and administrative procedures which have impacted the Department.

The present County administration is committed to planning, budgeting, delivering, and evaluating services based on measurable outcomes, particularly those tied to County benchmarks. Program budgeting began in earnest with

development of the 1994-95 County Budget. It holds each department and division accountable for developing performance objectives and outcome goals. Costs are tied to goals and objectives. Future appropriation decisions will consider the cost effectiveness of every program. The performance of exempt employees will be evaluated in terms of their ability to meet, or contribute to meeting, specific objectives.

The County's RESULTS campaign (Reaching Excellent Service Using Leadership and Team Strategies) is an organization development effort focusing on continuous quality improvement to assist employees and managers across the County to integrate a strategic vision, benchmarks, and program budgeting.

### SECTION III. SCOPE OF SERVICES

#### A. Objectives

1. To assist in the development of the Department as a learning organization in which staff can take risks and learn from their successes and failures in a safe environment;
2. To help the Department implement change and manage the processes of change and transition;
3. To enhance the effectiveness of the Department consistent with its Mission and Values (Appendix A); and
4. To assist in the development of a more positive work environment and to empower employees to make needed improvements in service delivery.
5. To identify mechanisms by which the staff will incorporate community involvement into their delivery of services.

#### B. Organization Assessment Report

Within three months after the contract is awarded, the successful proposer will submit a report that includes, at a minimum, the components outlined below. In preparing the report, the successful proposer will conduct interviews with Department management and staff, and develop and administer an organizational assessment survey. The survey will include, at a minimum, items related to management procedures, staff supervision, leadership, decision-making, morale, communication, problem solving, conflict resolution, and job satisfaction. The successful proposer will also interview Local 88/AFSCME representatives, contract agencies, the local Bench and other

county justice system representatives, other county departments, Oregon Department of Corrections officials, other state officials, the Multnomah County Community Corrections Advisory Committee, the Multnomah County Board of Commissioners, community leaders, and others. The report will be presented to the Multnomah County Chair, the Department's staff and management, and other key stakeholders.

1. Environmental and Agency Review:

- a. Discussion of the factors that are driving the organizational changes and the Department's responses.
- b. Discussion of the functions, activities, and programs that are progressing well and those that are problematic.
- c. Evaluation of the effectiveness of communication within the Department.
- d. Evaluation of the degree to which staff understand and support the initiatives described in Section II.
- e. Assessment of staff morale.

2. Management of Change:

- a. Discussion of the organizational culture. What are the strengths and weaknesses of the Department's culture from the perspective of implementing change.
- b. Identification of the internal and external factors affecting the Department's ability to implement change.
- c. Assessment of the management team's strengths and weaknesses, particularly as they relate to the ability to manage change and periods of transition.

C. Technical Assistance and Training Plan

Within four months after the contract is awarded, the successful proposer will submit a comprehensive Technical Assistance and Training Plan which follows logically from the interviews, findings, discussions, assessments and evaluations outlined above and is based on sound principles of organization development.

1. The plan will identify specific skills needed by staff and management to help the Department attain Objectives 1 - 4, listed above, consistent with our Mission and Values.
2. The plan will detail the action steps necessary to strengthen "ownership" among line employees.
3. The plan will detail how the successful proposer will provide the necessary technical assistance and training, including:
  - a. Timelines for technical assistance/training activities.
  - b. Objectives of each technical assistance/training activity.
  - c. Key staff for each activity and their qualifications.
4. The Plan will relate technical assistance/training activities to Objectives 1 - 4, above, and to the Department's role regarding Integrated Human Services, County benchmarks, and Structured Sanctions.
5. Strategies and activities proposed in the plan will be consistent with the RESULTS Campaign and related initiatives.
6. The Plan will describe how the successful proposer will evaluate the impact of each activity and the entire technical assistance/training project.

**D. Delivery of Technical Assistance and Training Services**

Services will be delivered over an eight to ten month period. It is anticipated that services will include participatory workshops, seminars, small group meetings, individual meetings, and written materials. Each major activity will be evaluated. The Department's management team will make pertinent documents and files available to the successful proposer, assist in the logistics and scheduling of project activities, and provide other assistance as necessary.

**E. Evaluation**

Within two months after the conclusion of the service delivery period, the successful proposer will conduct another organizational assessment and evaluate the Department's progress in terms of the project's objectives. A final report on the project evaluation will be presented to the Multnomah County Chair, the Department's staff and management, and other key stakeholders.



## **F. Resources for Proposal Preparation**

The following materials may be helpful to proposers:

1. Oregon Community Corrections Act, Oregon Revised Statutes 423.500-423.560. Available from Department of Community Corrections, 421 SW 5th Ave., Suite 600, Portland, OR 97204. Telephone: (503) 248-3701.
2. Department of Community Corrections Biennial Plan, 1993-95, and Annual Report, 1993-94. Available from Department of Community Corrections, 421 SW 5th Ave., Suite 600, Portland, OR 97204. Telephone: (503) 248-3701.
3. Structured Sanctions Workbook. Available from Department of Community Corrections, 421 SW 5th Ave., Suite 600, Portland, OR 97204. Telephone: (503) 248-3701.
4. Benchmarks for Portland and Multnomah County. Available from the Portland-Multnomah County Progress Board, 1120 SW 5th Ave., Room 1250, Portland, OR 97204.
5. "Setting Our Course for Safe Communities and Successful Families." Speech delivered by County Chair, Beverly Stein, before City Club of Portland, February 18, 1994. Available from Department of Community Corrections, 421 SW 5th Ave., Suite 600, Portland, OR 97204. Telephone: (503) 248-3701.
6. Multnomah County Integrated Human Services System Plan, Revised May 12, 1993. Available from Department of Community Corrections, 421 SW 5th Ave., Suite 600, Portland, OR 97204. Telephone: (503) 248-3701.

## **SECTION IV. PROPOSAL CONTENT AND EVALUATION CRITERIA**

Each item will be scored up to the maximum point value indicated in parentheses. Number your responses to correspond with the items below. The two proposals with the highest Proposal Section score will be recommended to the Director of the Department of Community Corrections for award of the contract.

1. Describe your experience in organization assessment or management analysis. Has any of this experience been in the public sector? Has any of this experience involved corrections agencies? If you have completed

an organizational assessment project, please attach a copy of the Executive Summary as an appendix to your proposal. (15 pts.)

2. Describe your experience in the provision of organization development assistance, technical assistance and training. Describe how that experience qualifies you to provide assistance and training relative to organizational change and continuous quality improvement. Has any of this experience been in the public sector? Has any of this experience involved corrections agencies? If you have completed an organization development, technical assistance or training project, please attach a copy of the Executive Summary as an appendix to your proposal. (25 pts.)
3. In your own words, based on your experience, the information contained herein and other information that you may access, provide a preliminary description of the nature of the challenges facing the Department and its staff. (15 pts.)
4. If you are awarded the contract, how do you propose to identify, analyze, and prioritize issues that impact department effectiveness and staff support of program and policy initiatives, and morale? (40 pts.)
5. How do you plan to develop, organize, present, and evaluate the necessary technical assistance and training? Summarize the qualifications of key staff. (40 pts.)
6. Outline a work plan for providing the services described in this document. Please address oversight, staffing, and timelines. Indicate the number of hours that would be associated with each activity. (15 pts.)
7. Present an annotated budget for this project. (15 pts.)
8. Discuss your expectations of Department staff in relation to the services you will be providing. (10 pts.)

## SECTION V. PROPOSAL EVALUATION PROCEDURE

An evaluation committee composed of Department staff and individuals with organization development experience will evaluate the proposals on or about \_\_\_\_\_. Each proposal will have its Proposal Content section scored. Each item has been assigned the point values indicated above. The proposal with the highest score will be recommended to the Director of Purchasing. The successful proposer will be notified by the Director of Purchasing on or about \_\_\_\_\_.

## SECTION VI. CONTRACT REQUIREMENTS

- A. Proposer must agree to comply with the standard General Conditions for all agencies contracting with Multnomah County and any Special Conditions deemed necessary by the Department.
- B. Proposer must agree to maintain accurate fiscal records that conform to generally accepted accounting principles and are in compliance with all County and State audit and accounting requirements.
- C. Proposer must comply with all applicable Federal, State, County, and local statutes, rules, and funding criteria governing services, facilities, and operations.
- D. Proposer must agree that it will not sub-contract any part of the contract without the prior written consent of Department.

## SECTION VII. TECHNICAL ASSISTANCE

Department staff cannot provide assistance in developing a proposal beyond that given in this Request for Proposals and at the pre-proposal conference. Any vendor requiring clarification or protesting any provision herein must submit specific questions or comments to Ms. Franna Hathaway, Multnomah County Purchasing Section, 2505 S.E. 11th Ave., Portland, OR 97202.

The deadline for submitting such questions or comments is \_\_\_\_\_. If in her opinion, additional information or interpretation is necessary, such information will be supplied in the form of an Addendum, which will be delivered to all agencies, firms, etc. having received this Request for Proposals. Addenda shall have the same binding effect as though contained in the main body of the Request for Proposals. Oral instructions or information concerning the specifications or the program given out by County managers or staff to prospective proposers shall not bind Multnomah County. All addenda shall be issued by the Purchasing Director.

## SECTION VIII. APPEALS

The following procedure applies to applicants who wish to appeal a disqualification of proposal or award of contract:

- A. Applicants shall submit the appeal in writing to the Purchasing Director within five (5) working days of postmarked Notice of Award or disqualification.

B. Address appeal to:

Purchasing Director  
Multnomah County Purchasing Section  
2505 SE 11th Avenue  
Portland, OR 97202

- C. Appeal must describe specific citation of law, rule, regulation, or practice upon which the protest is based. The judgement used in scoring by individual evaluators is not grounds for appeal.

**SECTION IX. CANCELLATION**

Multnomah County reserves the right to cancel award of this contract at any time before execution of the contract by both parties if cancellation is deemed to be in Multnomah County's best interests. In no event shall Multnomah County have any liability for the cancellation of the award. The proposer assumes the sole responsibility for all expenses connected with the preparation of this proposal.

**SECTION X. STATE LAW COMPLIANCE**

The successful proposer agrees to make payment promptly as due to all persons supplying such proposer with labor or materials for the prosecution of the work provided for in this contract, and that said proposer will not permit any lien or claim to be filed or prosecuted against the County on account of any labor or materials furnished, and agrees further that no person shall be employed for more than eight hours in any one day, or forty hours in any one week; unless in case of necessity or emergency, or where public policy absolutely requires it, and in such case to pay wages in accordance with provisions of ORS 279.334 and ORS 279.338, where applicable.

The successful proposer agrees that should the successful proposer fail, neglect, or refuse to make prompt payment of any claim for labor or services furnished by any person for the prosecution of the work provided in this contract as said claim becomes due, whether said services and labor be performed for said successful proposer or a subcontractor, fail, neglect, or refuse to make all contributions or amounts due the State Industrial Accident Fund or to the State Unemployment Compensation Fund, and all sums withheld from employees due the State Department of Revenue, then and in such event the said County and the other proper officers representing said County may pay such claim or funds to the person furnishing such labor or services or to the State Industrial Accident Commission or to the State Unemployment Compensation Fund or to the State Department of Revenue and charge the

amount thereof against funds due or to become due said successful proposer by reason of his said contract, but payment of any such claims in the manner herein authorized shall not relieve the successful proposer or his surety from his or its obligation with respect to any unpaid claims.

The successful proposer shall promptly, as due, make payment to any person, co-partnership, association, or corporation furnishing medical, surgical, or hospital care or other needed care and attention incident to sickness or injury to the employees of such successful proposer of all sums which the said successful proposer agrees to pay for such services, and all moneys and sums which the successful proposer may or shall have deducted from the wages of his employees for such service.

#### **SECTION XI. ASSIGNMENT**

Neither the resultant contract nor any of the requirements, rights, or privileges demanded by it may be sold, assigned, contracted, or transferred by the Contractor without the express written consent of Multnomah County.

#### **SECTION XII. NON-DISCRIMINATION IN EMPLOYMENT**

Proposer's attention is directed to the provisions of Oregon Revised Statutes, Chapter 659, prohibiting discrimination in employment.

#### **SECTION XIII. AMERICANS WITH DISABILITIES ACT**

Proposer agrees to comply with all applicable requirements of federal and state civil rights law and rehabilitation statutes.

#### **SECTION XIV. OMB CIRCULAR A-133**

"If contractor is determined by the County to be a sub-recipient of federal funds passed through the County, the contractor will submit an annual federal compliance audit in conformity with the OMB Circular A-133, which applies the Federal Single Audit Act of 1984, Public Law 98-502, to non-profit organizations."

#### **SECTION XV. RECYCLABLE PRODUCTS**

Proposers shall use recyclable products to the maximum extent economically feasible in the performance of the contract work set forth in this document.

**MULTNOMAH COUNTY IS NOT RESPONSIBLE FOR ANY COSTS INCURRED IN RESPONDING TO THIS RFP.**

**ATTACHMENT**

**E**

BUDGET AMENDMENT NO. \_\_\_\_\_

Date Proposed \_\_\_\_\_

Date Approved \_\_\_\_\_

Proposed By \_\_\_\_\_

Dept DCC/MCSO Fund \_\_\_\_\_ Budget Pages \_\_\_\_\_**Description of Amendment**

This amendment would complete the package for Corrections Mental Health, a part of which is already budgeted in Corrections Health. This adds a Case Management Assistant, a computer and supplies to the Sheriff's Office which, along with the Target Cities Grant, will provide an in-jail assessment unit.

The Department of Community Corrections will add mental health case management through contracted services.

**Personnel Changes**

Job Title	FTE	Base	Fringe	Insurance	Total
Case Management Asst	1.00	19,147	4,953	5,510	29,610
Overtime		335	116	21	472
		19,482	5,069	5,531	30,082

**Revenue Impact**

General Fund service reimbursement from Federal/State Fund	448
Insurance Fund service reimbursement from General Fund	5,531
Federal/State Fund cash transfer from General Fund	64,448

Fund	Agency	Organization	Object/Revenue	Increase (Decrease)	Notes
100	025	4118	5100	19,147	Permanent
100	025	4118	5300	335	Overtime
100	025	4118	5500	5,069	Fringe
100	025	4118	5550	5,531	Insurance
				30,082	Total Personal Services
100	025	4118	6230	1,839	Supplies
100	025	4118	8400	1,953	Computer equipment
				33,874	Total Sheriff Cost

**BUDGET AMENDMENT NO.**

Page

[illegible]**Effect on GENERAL fund CONTINGENCY \$**

(97,874)



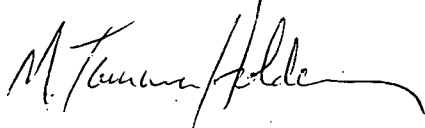


MULTNOMAH COUNTY DEPARTMENT OF  
COMMUNITY CORRECTIONS

MEMORANDUM

---

TO: Board of County Commissioners

FROM: M. Tamara Holden   
Director

DATE: May 31, 1994

SUBJECT: Add Package for Jail - Mental Health Initiative

---

1. Topic

This is the DCC portion of an inter-departmental add package that addresses the mental health needs of offenders detained in jail and released to our supervision.

2. Introduction

DCC will contract with a community mental health agency to provide services at our district offices. The target population will be jail inmates who were assessed and/or treated while in custody and released under parole or probation supervision. This program will improve the linkage between jail and the community and enhance the treatment opportunities for offenders. The contract will require the provider agency to work closely with the mental health staff located at the Detention Center to assure continuation of treatment plans and medication.

3. Background/Alternatives/Analysis

DCC presently contracts for similar services. On-site service delivery has been very helpful to Probation and Parole Officers, who would otherwise have problems accessing mental health services for their clients. The target population often has difficulty keeping appointments and following through with treatment. We have found that clients are more likely to cooperate with

services offered at our district offices because of the closer involvement of their supervising officers. The proposed add package would expand the existing service to provide a dedicated capacity for the target population.

Alternatives include: 1) not funding the service, which would result in many jail inmates not being able to continue their treatment plans after their release; (2) providing the service at an off-site location, which may be less expensive but which limits the PO-therapist-client interaction; and 3) providing the service directly, which appears to present long term costs which are difficult to justify in light of the success of the presently contracted service.

#### **4. Financial Impact**

The General Fund cost would be \$64,000 in the first year, with estimated COLA increases (which we try to provide to our contractors) estimated at 3% to 5% in succeeding years.

#### **5. Evaluation**

DCC will track the entry, service delivery, and termination type for all participants in the program. Pre- and post assessments will enable us to measure the impact of the services delivered. The evaluation of the total Jail Mental Health project will benefit from the M.I.S. to be developed as part of the Target Cities project.

#### **6. Legal Issues**

None known.

#### **7. Controversial Issues**

If the Oregon Health Plan picks up the cost of this program, funds could be reallocated, however, it is anticipated that: 1) the target population will not uniformly be able to access HMO networks; and 2) the target population and their supervising officers will need rapid access to assessment, medication, consultation and case management assistance, and intervention regardless of whether a client may eventually be enrolled in a health plan covering all necessary services. For the target population, provision of timely mental health services is a public safety issue.

#### **8. Link to Current County Policies and Benchmarks**

Supports benchmarks related to public safety and the provision of services for mentally ill clients that permit them to live productively in the community.

**9. Citizen Participation**

The Community Corrections Advisory Committee has given a high priority to community based mental health services. The Target Cities Steering Committee has endorsed the program.

**10. Other Government Participation**

The provision of in-jail mental health treatment builds on the Target Cities model for substance abuse treatment and involves the cooperation of the State Office of Alcohol and Drug Abuse Programs. The provision of community based services for parolees and probationers builds on an existing program supported by State DOC funds allocated to DCC.

Clerk

# Multnomah County Budget

## Supplemental Information



Fiscal Year  
1994-95

Packet #31  
Community Corrections

Follow-up/Final Response



MULTNOMAH COUNTY DEPARTMENT  
OF  
COMMUNITY CORRECTIONS

M E M O R A N D U M

---

TO: Beverly Stein, County Chair  
Board of County Commissioners

FROM: M. Tamara Holden, Director

DATE: June 10, 1994

RE: Final Response to items from May 24, 1994 Budget  
Session and May 31, 1994 Public Testimony

---

Attached are the final responses to the items from our May 24, 1994 budget session and an additional item from the May 31, 1994 public testimony. The responses are numbered consistent with the number assigned when the information was requested.

**2. Community involvement - Discuss proposals to increase Community Corrections efforts to improve public education and community involvement.**

Community involvement is an integral part of Departmental planning activities. The Department is represented on all Multnomah County InterDisciplinary Planning Teams and many other community based service organizations. District managers and other staff attend neighborhood association meetings and neighborhood based special interest meetings on a regular basis.

We believe that the first step in improved community involvement is to increase our interaction with community members at the neighborhood and District level. As District offices complete the transition process increased interaction with local residents as a "good neighbor" will be expected of all staff members. A concept document will be created and circulated to the management team to guide our efforts in this area. Brochures and other documents giving a brief overview of the Department are being designed at this time. A promotional brochure for personnel recruitment is

nearing completion. We will continue to develop our media relations to document the many exceptional projects and staff within the Department.

The Department participates on the County's Outreach Committee, facilitated by the Health Department. This committee is exploring strategies for insuring that target populations understand and are able to access County services. Among the options being considered is training personnel who are already seeing clients in their homes to be able to advise their clients regarding other County services.

The Department participates on the Rockwood and Brentwood-Darlington Safety Action Teams. Using a pro-active, community policing model, these teams interact with neighborhood residents with the objective of solving problems informally, using community based services whenever possible.

**3. Fees - Provide the Board with recommendations of the Fee Committee and explain any proposed links for the fee revenue with direct expenditures.**

The Fee Committee composed of line staff, managers, and representatives from finance and ISD meet monthly to discuss issues around fees, fee collections, and automation as it relates to fees. The committee has discussed and made recommendations in the following areas:

#### Issues

1. Fee collections should be centralized and standardized with the clerical staff at the District Offices.
2. Clients under supervision should be billed an amount payable monthly. Disbursement of the fee will be a percent to each fee category. (supervision, drug testing, etc.)
3. Fee supported programs and/or services should not need to "compete" against each other for revenue.
4. The collection of fees should be a routine component of the client's supervision.
5. Automation should be used to simplify the collection process, reduce the paperwork, provide reports, etc.

#### Operation

1. The committee reviewed and provided recommendations for changes in the Department's Policy and Procedure for Fee Collection.

2. The Committee will develop a collection process consistent with automation capabilities currently available with the county or the ISIS system.

3. The Committee will make recommendations for training needs in the proper handling of cash and in how to be successful in collections.

4. DCC's budget will allocate fees revenue to offset the services they support.

5. The Fee Committee has made recommendations that the Department utilize alternative sanctions such as, Community Service, for offenders that are non-compliant in the payment of fees.

Currently the Department budgets for fees collected as follows:

Community Service Fee - sliding scale user fee imposed and collected at the time the client receives the service. Supports one FTE Placement Specialist.

Supervision Fee - monthly fee imposed by the courts and waived by the courts and/or probation officer with supervisory approval. Revenue (\$650,000) is used to directly support the supervision of offenders (FTE and M&S).

Drug Testing Fee - one-time fee imposed by probation officer and collected at the field office. Supports one FTE probation/parole officer.

Child Custody Fees, Marriage Fees, Reconciliation Fees - service fees that are dedicated to fully support Family Services.

The Department is working toward charging fees to sex offenders to help augment the current monies dedicated to sex offender treatment.

9. Supervisory positions - Describe the net changes in supervisory/management positions in Community Corrections beginning with 1992-93 as the base year and showing the changes in 1993-94 and 1994-95.

See Attachment A.

10. Staff/Management ratio - Show the staff/management ratio for Community Corrections for 1992-93, 1993-94, and 1994-95.

See Attachment A.

**13. Sanction programs** - Provide goals and objectives for sanction programs and the evaluation plan for each.

Following are the objectives for our sanction programs. Each program will be evaluated annually to measure program performance. In addition, we have contracted with BOTEK Analysis for a formative and summative evaluation of Structured Sanctions, including our Sanction Programs. Department staff will periodically measure the long term impacts of program participation. Attached is a recently completed evaluation of the impact of the Forest Project on the recidivism of participants (Attachment B).

PROGRAM	NUMBER SERVED/YR	NUMBER (%) SUCCESSFUL	BEHAVIORAL OBJECTIVES (DEFINITION OF SUCCESS)
Day Reporting Center	300	1. 90 (30%)	1. Completion of sanction
		2. 120 (40%)	2. Reduced drug use.
		3. 150 (50%)	3. Complete cognitive training program
		4. 90 (30%)	4. Employed (if employable) at discharge
		5. 180 (60%)	5. Stable housing at discharge
PV/Work Release Center	192 (avg. 60 day stay; 92% occupancy)	1. 144 (75%)	1. Completion of sanction or W/R
		2. 144 (75%)	2. Employed (if employable) at discharge
		3. 144 (75%)	3. Stable housing at discharge
		4. 144 (75%)	4. Completed or enrolled in necessary treatment programs
Forest Project	275	1. 193 (70%)	1. Completion of sanction
		2. 154 (56%)	2. Employed 90 days after completion
Alternative Community Service	1,750 (clients assigned)	1. 1,138 (65%)	1. Complete required hours of service



Intensive Case Management	500	1. 300 (60%)	1. Completion of sanction (no revocation) and return to caseload
		2. 150 (50% of those with drug problems)	2. Completion of or participation in treatment and drug free for at least 30 days (per UA tests) at discharge
		3. 300 (60%)	3. Employed (if employable) at discharge

**14. Matrix releases - Report on the number of probation/parole offenders who have been matrixed out of the County detention system.**

Please refer to the graph titled "Comparison of Persons in Custody for Sanctions and ISP Releases (Attachment C). A total of 38 offenders have been released from custody in ten months of Structured Sanctions activity, an average of 3.8 offenders per month. Approximately 195 to 210 offenders are in custody at any given time awaiting or serving sanctions. The matrix release rate is approximately 1.81 to 1.95 percent for persons placed in custody for Structured Sanctions. Generally, MCSO does not release unsanctioned violators. Most releases are of sanctioned offenders and those are released to the Intensive Supervision Program (ISP) or Furlough.

There are two statutory provisions that impact the release of inmates from jail. Release is required on a Friday for inmates with a release date that falls on a weekend or on the Monday of a three day holiday. The day an offender is "booked" is considered to be one day in custody even if booked at 11:55pm. By state law any offender serving more than 10 days in custody is entitled to "work time" for work as a trustee; typically one day for each 10 days served.

The following are questions from the May 31, 1994 public testimony.

**19. Supervision and Services for Low Risk Offenders - How is the department allocating its resources.**

Testimony that DCC focuses resources on high risk offenders at the expense of low risk offenders is true. However, it should be noted that the state-wide Oregon Case Management System (OCMS), which assigns levels of supervision to offenders, is based on risk assessment instruments recently validated by the National Council on Crime and Delinquency (NCCD).

The OCMS Risk Assessment System was implemented statewide in 1989. The goals of the system are to: (1) classify offenders based on their risk of recidivism; (2) manage the supervision of offenders using the least restrictive method; and (3) insure statewide

consistency in the classification and management of offenders. The system uses two risk assessment instruments: an initial assessment instrument at the beginning of supervision and a reassessment instrument applied at specified intervals during the course of supervision. These actuarial instruments derive a classification score from sub-scores on a series of social and criminal history criteria. Each criteria is considered to be related to continued criminal behavior and is weighted to reflect the strength of that relationship.

The risk assessment scores are the basis of the supervision levels applied to offenders: High, Medium, Low, and Limited. Each supervision level carries a workload factor, expressed in hours per case per month, which is used at the local level to balance workload against resources and at the state level to allocate funds to the counties for supervision and services through a workload formula. It is essential that our system have confidence in the validity of the risk assessment instruments because those instruments are used to determine how to apply our limited resources as effectively as possible. If the assessment instruments do a good job of identifying offenders that are not likely to reoffend, we should limit our involvement with them and instead focus on those who represent a greater threat to the community.

In December 1993, NCCD completed a validation study of our risk assessment system, based on an eighteen month follow-up period after classification. The results were encouraging. NCCD found that offenders initially classified as limited, low, medium, and high had follow-up felony conviction rates of 8%, 13%, 23%, and 34% respectively. In addition, only 2.4% of the cases initially assessed and 1.1% of the cases reassessed as limited had a conviction for a violent felony during the follow-up period, compared to 9.8% of those initially assessed and 9.2% of those reassessed as high. Since there is a significant difference in recidivism as the classification progresses from limited to high, NCCD concluded that the current risk assessment is performing well. *The NCCD findings support our decision to limit the supervision and treatment resources allocated to those classified as low or limited in our Risk Assessment System.*

Providing services to low risk offenders may not be cost effective. In a study of supervision outcomes for offenders participating in a number of community corrections programs, NCCD found that:

...the greatest impact on recidivism is observed among high risk offenders. This finding is consistent with other studies of specialized correctional treatment/supervision programs. Effective programs typically demonstrate the greatest positive impact upon offenders most likely to fail. There is a targeting lesson to be learned from the findings. Given a choice,

it makes sense to serve medium to high risk offenders (Target Group Outcome Comparisons for Offender Risk Groups and Program Areas, 1993, p.1).

Nevertheless, the Department agrees that the criminal justice system must respond to low risk offenders. We use casebanks, telephonic supervision, and community service to sanction and monitor them. These programs are supported by County General Fund. We are about to begin a new program targeting these offenders: the Misdemeanor/Volunteer Unit. This program, also supported by General Fund, will use community volunteers under the supervision of experienced probation officers to provide routine services to the target population. Services will be provided to low risk offenders at a lower cost, with the additional benefit of increasing the community's involvement in our department's work. *We believe our approach is appropriate given budget constraints and the need to target resources as effectively as possible.*

## **20. Contracts - Amount Budgeted for Contracts**

On DCC 12 of the 1994-95 approved budget there shows a decrease of \$238,000 in the amount allocated for contracts. However, the contracts summary on page DCC 12 only references Pass Through items not Professional Services or internal service reimbursements which are also allocated for contracts. The actual resources allocated for contracts are detailed on subsequent pages of the Approved Budget.

Per the Approved Budget, the actual total amount of contracts budgeted for 1993-94 is \$4,938,273. The total amount of contracts proposed for 1994-95 is \$5,444,101. *This represents a proposed increase in contracting of \$505,828, or 10%, for 1994-95.* The increase is due to COLA's for our contractors, a contract with MCSO for Restitution Center beds, a significant increase in contracts for transitional housing, and an increase in contracts associated with our management information system.

## **21. Contracts - Contracting vs. Direct Service and the Role of Our Advisory Committee**

Testimony from Mr. McFadden lists five new DCC programs and suggests that they were developed as direct service programs without proper consideration of contracting options. The programs are: Learning Center; Misdemeanor/Volunteer Unit; Intensive Case Management Unit; Day Reporting Center; and PV/Work Release Center.

DCC has always considered the community of private non-profit service providers to be our partners. We are proud of the program development, quality assurance, technical assistance, and program evaluation systems that we have been able to implement as components of a public-private partnership consistent with our mission and values. We were, therefore, pleased to participate on

the County Task Force on Contracting, along with representatives of other private and public organizations including Mr. McFadden. One of the issues that the Task Force considered was the decision to provide services directly or through contracts. Their report, *Public/Private Partnerships: Human Services Contracting*, published in December 1993, recommended a set of factors to be considered in the decision process (pages 11-12). The Task Force recognized that there could be no formula or scorecard for the decision, but rather a set of factors to be examined "in the context of specific services, specific communities, political environments, and development of a coordinated, integrated, and stable service delivery system."

On several occasions, DCC staff briefed our Advisory Committee on the Task Force proceedings. After the Task Force report was completed, the Advisory Committee discussed contracting decisions on December 15, 1993. The matter was referred to the Planning and Evaluation Subcommittee, which developed a set of criteria for use in deciding whether to provide services directly or by contract. The Planning and Evaluation Subcommittee's product was similar to that of the Task Force. Mr. McFadden is a member of the Subcommittee and provided valuable input. The full Advisory Committee discussed contracting issues again on March 15, 1994.

Both the Subcommittee and the Task Force completed their work after program development on our new programs had been concluded and (in some cases) staff had been selected. Although the Department did not have the benefit of their reports, the criteria used in our decision processes were similar to those developed by the Task Force and Subcommittee. Our agreement with the Advisory Committee was to use the Task Force and Subcommittee criteria to guide our future program development decisions and to involve the Advisory Committee in the decision processes.

In the specific cases mentioned in the testimony, our planning process led to a combination of direct and contracted services.

The Learning Center is staffed by 1 FTE County employee (Budget Amendment pending to increase staff to 2.5 FTE) and relies on contracts for instructional assistance, curriculum development, and special services targeting those with learning disabilities.

The Misdemeanor/Volunteer Unit will provide court ordered supervision for traffic and other low risk offenders who would not be eligible for services under the Oregon Case Management System, but who represent a target population identified by our Advisory Committee and the Board of County Commissioners. We considered a number of alternatives for providing supervision to low risk offenders, including hiring case aids, contracting all but the statutory PO functions, and using volunteers. We concluded that using volunteers under the

supervision of PO's (supported by County General Fund) would be the most cost effective option and increase the community's understanding of community corrections.

The Intensive Case Management Unit (ICM) is staffed by Probation and Parole Officers who are responsible for sanctioning violators at risk of revocation and imprisonment. They provide close supervision with frequent home and community contacts. Because they work with a high risk population, they are often involved in making arrests. We concluded that ICM was a high-risk extension of traditional parole/probation supervision and not appropriate for a contracted service.

The Day Reporting Center is another sanction program which targets offenders at risk of revocation and imprisonment. The high risk population is monitored daily by Corrections Counselors working closely with Probation and Parole Officers. Our desire to integrate the program with other DCC interventions (Learning Center, Alternative Community Service, ICM) weighed heavily in our decision to manage this service directly. However, we will be contracting for specific program components, including employment and child care services. We had also planned to contract for the substance abuse component, but several non-profit agencies advised us that the available funding and the requirements for internal integration argued for direct service.

The PV/Work Release Center is a residential sanction targeting men at risk of revocation and those returning to Multnomah County from state prison. We currently contract for women's work release and will be providing work release for men as a direct service. Both programs will be evaluated and the mix of direct and contracted service could change in the future in response to program performance and State funding for the 1995-97 Biennium.

It should be noted that one factor in our decision to manage the PV/Work Release Center, the ICM, and the Misdemeanor/Volunteer Unit directly was our desire to use State Services and Sanctions funds to support 21 PO positions that were in jeopardy of being cut while program development was moving ahead in 1993.

We appreciate the opportunity to provide these comments and clarifications. Please call if additional information is required.

# **ATTACHMENT**

**A**

DEPARTMENT OF COMMUNITY CORRECTIONS  
PERSONNEL SUMMARY  
COMPARISON AND GROWTH  
June 10, 1994

	JUL 92*	OCT 93*	JUL 94*
--	---------	---------	---------

SUPERVISORS/MANAGERS [Includes all employees with management or supervisory authority]	29	32	33
NON SUPERVISORY STAFF [Includes all other employees fulltime and parttime except tempoary and on-call]	239	254	282

TOTAL	268	286	315
-------	-----	-----	-----

EMPLOYEE/SUPERVISOR RATIO	8.24	7.94	8.55
---------------------------	------	------	------

\*Reflects acutal budget persons from adopted budget except Oct 1993  
which reflects actual budget Department passed in October 1993  
when the state revenues were finalized. This Oct 1994 figures  
also include the staffing for the PV/Work Release Center.

**ATTACHMENT**

**B**



MULTNOMAH COUNTY  
DEPARTMENT OF COMMUNITY CORRECTIONS  
COMMUNITY SERVICE FOREST PROJECT  
IMPACT EVALUATION

*METHODOLOGY*

To help us assess the impact of the Forest Project on recidivism, we compared a sample of 50 offenders who successfully completed the program with a sample of 51 who started but did not complete the program in 1992. Each participant was tracked for 12 months after his program termination date.

The two groups were generally similar in terms of their criminal histories prior to enrolling in the program. Over the entire course of their prior criminal careers, the group that did not complete the program averaged 0.8 more convictions than the group that successfully completed the program. The most significant difference between the two groups was in their drug convictions. The percentage of offenders in the unsuccessful group with at least one prior drug conviction was 63%, compared to 24% of those that successfully completed the program. The prior criminal histories of the two groups are summarized in Table 1.

Table 1: PRIOR CRIMINAL HISTORY

	Successful Termination	Unsuccessful Termination
Sample size	50	51
Avg. number of prior convictions per offender	2.4	3.2
Percentage of offenders with prior felony convictions	90%	98%
Percentage of offenders with at least one prior person crime conviction	10%	16%
Percentage of offenders with at least one prior property crime conviction	62%	55%
Percentage of offenders with at least one prior drug crime conviction	24%	63%
Percentage of offenders with at least one prior status crime conviction	34%	41%

## FINDINGS

*The group that completed the program was significantly less likely to be convicted of a new crime within 12 months compared to the group that did not complete the program.* Twenty-four percent of the successful group was convicted of at least one crime compared to 65% of the unsuccessful group. The average number of post-program convictions of successful participants in the 12 month follow-up period was half that of the unsuccessful participants (1.08 vs. 2.15). Table 2 summarizes the post-program recidivism of the two groups.

These findings are encouraging. However, the relatively higher prevalence of drug arrests prior to program enrollment in the group that did not complete the program may mean that drug problems are a predictor of program failure. That raises an interesting question about the participation of offenders with drug histories. In fact, the program is currently reviewing its policies in this area because 37% of the unsuccessful terminations are due to a second positive drug test. Program staff believe that the actual percentage of drug-related failures may be at least 50%.

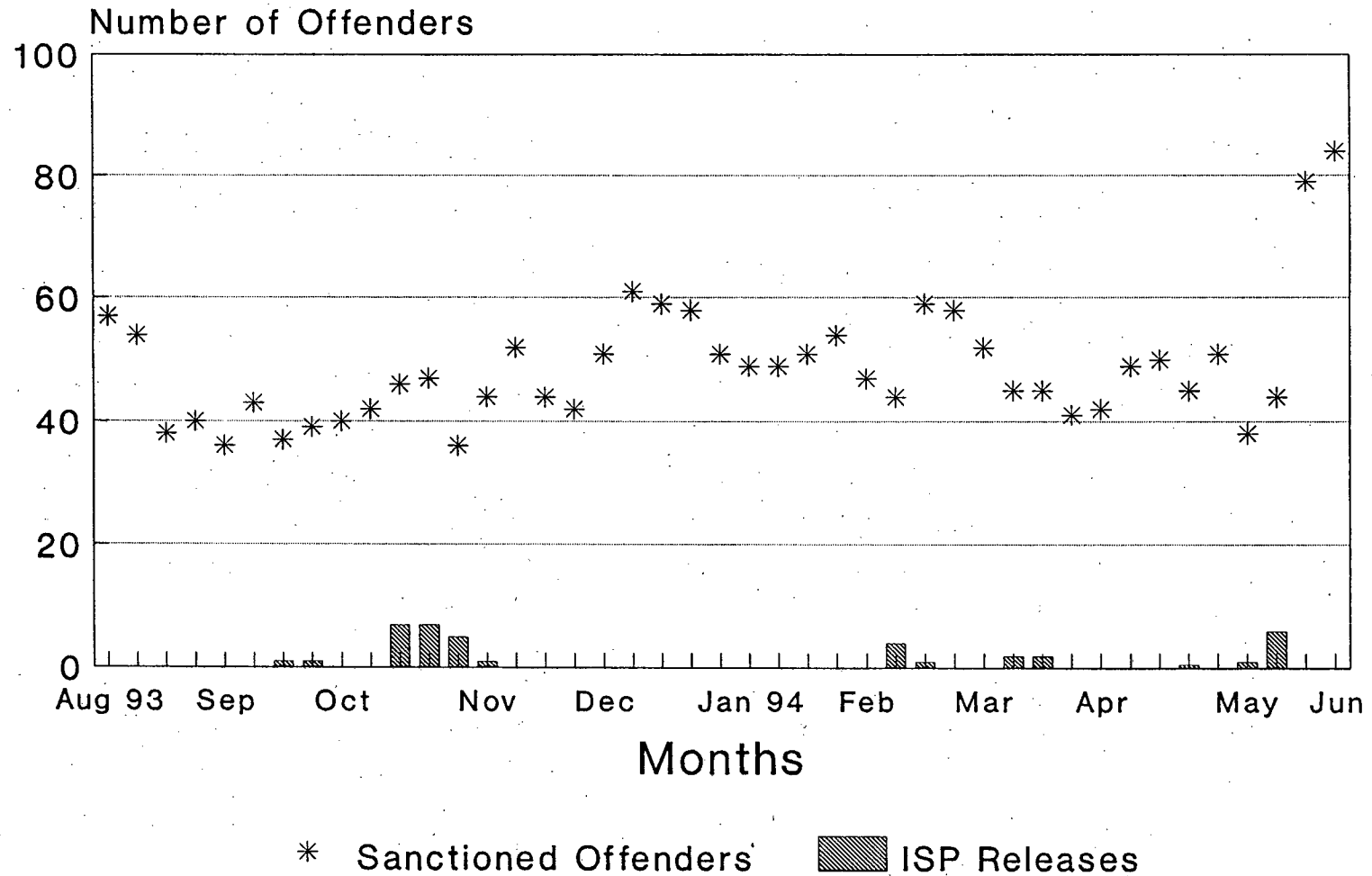
Table 2: POST-PROGRAM RECIDIVISM

	Successful Termination	Unsuccessful Termination
Sample size	50	51
Percentage of offenders convicted of at least one crime	24%	65%
Number of convictions in the sample	13	71
Avg. number of convictions per offender in sample	1.08	2.15
Number of offenders convicted of at least one felony	10	44
Percentage of offenders convicted of at least one felony	20%	57%
Number of felony convictions in the sample	10	45
Avg. number of felony convictions per offender in sample	0.20	0.88

**ATTACHMENT**

**C**

## Comparison of Persons in Custody for Sanctions and ISP Releases





# MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN  
DAN SALTZMAN  
GARY HANSEN  
TANYA COLLIER  
SHARRON KELLEY

PLANNING & BUDGET  
PORTLAND BUILDING  
1120 S.W. FIFTH - ROOM 1400  
P. O. BOX 14700  
PORTLAND, OR 97214  
PHONE (503)248-3883

TO: Tamara Holden, Community Corrections Director  
FROM: Dave Warren  
DATE: May 23, 1994  
SUBJECT: Follow Up Items from the Work Session on May 23

Attached is a list of items about which the Board of Commissioners would like additional information.

Please prepare a memo answering the Board's questions. I suggest that the responses state the question, and then state the response. The response may be a reference to an attached document.

I have two requests to make about the responses:

1. Please respond to all the questions by Tuesday, May 31. I realize that answers to several of the requests on the list will not be available by May 31. However, you will probably have a reasonable idea of when the answers will be available. The response to these items could be to say when the research is expected to be complete.

For example, the question asking for a discussion of the responses to State cuts in the next biennium may require a process of its own, leading to a separate policy discussion by the Board. My suggestion is to respond to questions of this type by describing a process you might follow to bring the issue back to the Board with some estimate of when that might be possible.

2. Please help us keep track of the responses. Send them to the Budget Office. We will copy them, attach a sequentially numbered cover sheet that will help the Board be sure that they are getting all the packets of information, and distribute them to the Commissioners and the Clerk of the Board.

Let me know if you have further suggestions.

c Board of County Commissioners  
Larry Aab  
Kelly Bacon  
Susan Clark  
Ginnie Cooper  
Marie Eighmey  
Margaret Epting  
Bill Farver  
Tom Fronk  
Kathy Gillette

May 23, 1994

Susan Kaeser  
Jim McConnell  
Hal Ogburn  
Mike Oswald  
District Attorney Mike Schrunk  
Tom Simpson  
Sheriff Bob Skipper  
Meganne Steele  
Kathy Tinkle  
Betsy Williams  
CIC  
Patrol

**Follow Up Items from the May 23 budget work session:**

**DEPARTMENT OF COMMUNITY CORRECTIONS**

- 1. Domestic Violence** - Explain the links between Community Corrections domestic violence programs and the domestic violence programs in Community and Family Services.
- 2. Community involvement** - Discuss proposals to increase Community Corrections efforts to improve public education and community involvement.
- 3. Fees** - Provide the Board with recommendations of the Fee Committee and explain any proposed links for the fee revenue with direct expenditures.
- 4. Fees** - Discuss the caseloads associated with the proposal to add a Probation Officer dedicated to supervision of predatory sex offenders; make recommendations about the budgetary location of the program and client definition.
- 5. Structured Sanctions** - Provide a graphic overview of the structured sanctions system.
- 6. Safety Committee** - Describe the budgetary implications of the recommendations of the Safety Committee.
- 7. State Funding** - Make preliminary recommendations about possible responses to the potential reductions in State funding for the 95-97 biennium.
- 8. Integrated services** - Provide the Board with a summary of the work of the Integrated Services committee with particular emphasis on their results that impact Community Corrections.
- 9. Supervisory positions** - Describe the net changes in supervisory / management positions in Community Corrections beginning with 1992-93 as the base year and showing the changes in 1993-94 and 1994-95.
- 10. Staff / Management ratio** - Show the staff / management ration for Community Corrections for 1992-93, 1992-94, and 1994-95.
- 11. STOP** - Provide a funding overview for STOP with history back to its beginning. Compare the growth in budget with the growth in caseload over the same period.
- 12. 900 Number** - Report on the 900 number for case banked offenders.
- 13. Sanction programs** - Provide goals and objectives for sanction programs and the evaluation plan for each.
- 14. Employee needs** - Provide the Board with the RFP for the facilitator who will help determine employee needs and will help devise a plan to address them.

**Follow Up Items from the May 23 budget work session:**

15. Matrix releases - Report on the number of probation / parole offenders who have been matrixed out of the County detention system.

16. "11's and 12's" - Provide an update on the status of "11's and 12's" with a report on the supervision plan and case banking.

**OTHER**

2. Budget Process - Discuss the potential for a two year budget process.