



Multnomah County Oregon

## Board of Commissioners & Agenda

connecting citizens with information and services

### BOARD OF COMMISSIONERS

#### Ted Wheeler, Chair

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214  
Phone: (503) 988-3308 FAX (503) 988-3093  
Email: [mult.chair@co.multnomah.or.us](mailto:mult.chair@co.multnomah.or.us)

#### Deborah Kafoury, Commission Dist. 1

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214  
Phone: (503) 988-5220 FAX (503) 988-5440  
Email: [district1@co.multnomah.or.us](mailto:district1@co.multnomah.or.us)

#### Jeff Cogen, Commission Dist. 2

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214  
Phone: (503) 988-5219 FAX (503) 988-5440  
Email: [district2@co.multnomah.or.us](mailto:district2@co.multnomah.or.us)

#### Judy Shiprack, Commission Dist. 3

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214  
Phone: (503) 988-5217 FAX (503) 988-5262  
Email: [district3@co.multnomah.or.us](mailto:district3@co.multnomah.or.us)

#### Diane McKeel, Commission Dist. 4

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### FEBRUARY 9 & 11, 2010

#### BOARD MEETINGS

#### FASTLOOK AGENDA ITEMS

Pg 2	9:00 a.m. Tuesday Executive Session
Pg 2	10:00 a.m. Tuesday Roundtable Policy Discussion on Domestic Violence
Pg 2	11:00 a.m. Tuesday Portland/Multnomah County Animal Services Task Force Implementation Report
Pg 3	9:30 a.m. Thursday Opportunity for Public Comment on Non-Agenda Matters
Pg 4	9:50 a.m. Thursday Second Reading and Adoption of an Ordinance Amending the Business Income Tax Code, MCC 12
Pg 4	10:25 a.m. Thursday Property Lease with American Property Management for Use as MCSO Warehouse and Training Facilities
Pg 5	10:45 a.m. Thursday Briefing on Transportation Funding and Needs

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**Tuesday, February 9, 2010 - 9:00 AM**  
**Multnomah Building, Sixth Floor Commissioners Conference Room 635**  
**501 SE Hawthorne Boulevard, Portland**

## **EXECUTIVE SESSION**

- E-1 The Multnomah County Board of Commissioners will meet in Executive Session Executive Session Pursuant to ORS 192.660(2) d and h to discuss labor negotiations and pending litigation. Only representatives of the news media and designated staff are allowed to attend. Representatives of the news media and all other attendees are specifically directed not to disclose information that is the subject of the Executive Session.. Final decisions are decided in public Board meetings. Presented by County Attorney Agnes Sowle, Assistant County Attorney Carlo Calandriello, and Human Services Director Travis Graves. 5 MINUTES REQUESTED.
- 

**Tuesday, February 9, 2010 - 10:00 AM**  
**Multnomah Building, First Floor Commissioners Boardroom 100**  
**501 SE Hawthorne Boulevard, Portland**

## **BOARD POLICY DISCUSSIONS**

- PD-1 Roundtable Policy Discussion on Domestic Violence. Presented by Chiquita Rollins and Judge Jean Maurer. 30 MINUTES REQUESTED.
- PD-2 City of Portland/Multnomah County Animal Services Task Force Implementation Report. Presented by Michael Oswald. 1 HOUR REQUESTED.

*file*

Thursday, February 11, 2010 - 9:30 AM  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **REGULAR MEETING**

### **CONSENT CALENDAR - 9:30 AM** **DEPARTMENT OF HEALTH**

- C-1 Appointments of Jeffery Kilmer and Chief Scott Lewis to the Multnomah County Emergency Medical Services CONTRACT COMPLIANCE AND RATE REGULATION COMMITTEE

### **DEPARTMENT OF COUNTY HUMAN SERVICES**

- C-2 ORDER Authorizing Designees of the Mental Health Program Director to Direct a Peace Officer to Take an Allegedly Mentally Ill Person into Custody

2010-017

### **DEPARTMENT OF COMMUNITY JUSTICE**

- C-3 BUDGET MODIFICATION DCJ-14 Reclassifying a 1.00 FTE Research Evaluation Specialist 1 to a Research/Evaluation Specialist 2 in the Employee, Community and Clinical Services Division, as Determined by the Class/Comp Unit of Central Human Resources

### **NON-DEPARTMENTAL**

- C-4 BUDGET MODIFICATION NOND-08 Reclassifying One Position in Information Technology, as Determined by the Class/Comp Unit of Central Human Resources
- C-5 BUDGET MODIFICATION NOND-09 Reclassifying Three Positions in Information Technology, as Determined by the Class/Comp Unit of Central Human Resources

### **REGULAR AGENDA** **PUBLIC COMMENT - 9:30 AM**

Opportunity for Public Comment on non-agenda matters. Testimony limited to three minutes per person unless otherwise designated by the presiding officer. This is a time for the Board to hear public testimony, not for Board

deliberation. Fill out a yellow speaker form available at the back of the Boardroom and give it to the Board Clerk. Unless otherwise recognized by the presiding officer, testimony is taken in the order the forms are submitted.

**DEPARTMENT OF COUNTY HUMAN SERVICES – 9:30 AM**

X ~~7~~ 7

- R-1 NOTICE OF INTENT to Apply for Funds to Continue the Current Domestic Violence Enhanced Response Team (DVERT) Project from the US Department of Justice Office on Violence Against Women (OVW), Community-Defined Solutions to Violence Against Women Program
- R-2 BUDGET MODIFICATION DCHS-24 Increasing Mental Health and Addiction Services Division Federal/State Appropriation by \$4,620,493 in the State Mental Health Grant; and Increasing OHP (Medicaid) Funding by \$49,018 and Adding a 1.00 FTE Program Supervisor to the Early Assessment and Support Alliance (EASA) Program

**DISTRICT ATTORNEY'S OFFICE – 9:40 AM**

- R-3 BUDGET MODIFICATION DA-2010-05 Appropriating \$39,675 General Fund from the State Department of Justice Crime Victims Services Unitary Assessment Victims Assistance Funding
- R-4 BUDGET MODIFICATION DA-2010-06 Appropriating \$30,375 from the State Department of Justice Crime Victims Services Violence Against Women Act ARRA Grant

**NON-DEPARTMENTAL - 9:50 AM**

- R-5 Second Reading and Possible Adoption of an ORDINANCE Amending the Business Income Tax Code, Multnomah Code Chapter 12, to Establish a Credit for Qualifying Investment Management Firms
- R-6 BUDGET MODIFICATION NOND-10 Appropriating a General Fund Contingency Transfer of \$20,000 to the United Way of Columbia-Willamette to Prevent Emergency Closure of Creston Children's Dental Center

1154

MAY I ... Reschedule  
TO 02/10/2010

**DEPARTMENT OF COUNTY MANAGEMENT – 10:25 AM**

- R-7. <sup>resolution</sup> Approving a Lease of Real Property from American Property Management for Property Located at 2955-2989 NE 172nd Place, Building "E", Gresham,

Cafela B.  
84128 / 7<sup>07</sup><sub>am</sub>  
300 977-4582  
Bryan H. Ticket 8<sup>09</sup><sub>am</sub>

Oregon, and Authorizing County Chair to Execute Appropriate Documents to Complete the Transaction

200-018

R-8 BUDGET MODIFICATION Reallocation of Facilities Capital Project Funds FPM 10-05, Justice Center Cooling Tower Replacement

R-9 BUDGET MODIFICATION Reallocation of Facilities Capital Project Funds FPM 10-06, Building System Emergency Repair (BSER) Mini-Fund

**DEPARTMENT OF HEALTH – 10:40<sup>10</sup> AM**

R-10 BUDGET MODIFICATION HD-10-22 Requesting Approval to Carryover \$288,870 in Grant Funds and to Appropriate \$25,000 in New Grant Award for the Health Department's Regional Emergency Preparedness Program

**DEPARTMENT OF COMMUNITY SERVICES – 10:45 AM**

R-11 Briefing on Transportation Funding and Needs. Presented by Cecilia Johnson, Ian Cannon, Jerry Elliott, Kim Peoples and Karen Schilling. 1 HOUR REQUESTED.

**BOARD COMMENT**

Opportunity (as time allows) for Commissioners to provide informational comments to Board and public on non-agenda items of interest or to discuss legislative issues.

Rescheduled to 4/20/2010  
Email BCC'd date change  
↑ 4/6/2010



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# MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

(Revised 12/31/09)

## Board Clerk Use Only

Meeting Date: 02/09/2010  
Agenda Item #: E-1  
Est. Start Time: 9:00 AM  
Date Submitted: 02/02/2010

**Agenda Title:** Executive Session Pursuant to ORS 192.660(2) d and h

*Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title sufficient to describe the action requested.*

Requested Meeting Date: February 9, 2010 Amount of Time Needed: 5 minutes  
Department: Non-Departmental Division: County Attorney  
Contact(s): Agnes Sowle  
Phone: 503-988-3138 Ext. 83138 I/O Address: 503/500  
Presenter(s): Agnes Sowle, Carlo Calandriello, Travis Graves

## General Information

**1. What action are you requesting from the Board?**

No final decision will be made in the Executive Session.

**2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.**

To discuss labor negotiations and pending litigation. Only representatives of the news media and designated staff are allowed to attend. Representatives of the news media and all other attendees are specifically directed not to disclose information that is the subject of the Executive Session.

**3. Explain the fiscal impact (current year and ongoing).**

N/A

**4. Explain any legal and/or policy issues involved.**

ORS 192.661(2)(d) authorizes a public body to conduct deliberations with persons designated by the governing body to carry on labor negotiations and (h) authorizes a public body to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

**5. Explain any citizen and/or other government participation that has or will take place.**

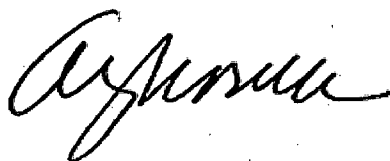
N/A

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**Required Signature**

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**Elected Official or  
Department/  
Agency Director:**



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**Date:** 02/09/2010

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# MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

(Revised 12/31/09)

## Board Clerk Use Only

Meeting Date: 02/09/2010

Agenda Item #: PD-1

Est. Start Time: 10:00 AM

Date Submitted: 02/03/2010

**Agenda Title:** Board Briefing on Domestic Violence

*Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title sufficient to describe the action requested.*

<b>Requested Meeting Date:</b>	February 9, 2010	<b>Amount of Time Needed:</b>	30 minutes
<b>Department:</b>	DCHS	<b>Division:</b>	Domestic Violence
<b>Contact(s):</b>	Chiquita Rollins/David Austin		
<b>Phone:</b>	503-988-4112	<b>Ext.:</b>	84112
<b>I/O Address:</b>	167/1/230		
<b>Presenter(s):</b>	Chiquita Rollins, Judge Jean Maurer		

## General Information

**1. What action are you requesting from the Board?**

None

**2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.**

Given the recent spate of domestic violence incidents in the metropolitan area over the last 4-5 months, the Domestic Violence Division wanted to share with the board the way the system operates, background on how the service system was created and what the next steps are to continually improve services to victims of domestic violence.

**3. Explain the fiscal impact (current year and ongoing).**

N/A

**4. Explain any legal and/or policy issues involved.**

N/A

**5. Explain any citizen and/or other government participation that has or will take place.**

N/A

## Required Signature

Elected Official or  
Department/  
Agency Director:

Date: 02/02/2010

Joanne Fuller, Department Director DCHS

## Gresham Safe Start

### Contact Info:

#### Domestic Violence Advocate

503.674.3610 ext. 349

#### Bilingual Spanish

#### Domestic Violence Advocate

503.674.3610 ext. 325

#### Parent-Child Specialist

503.674.3610 ext. 274

### Mailing Address:

Gresham Child Welfare

355 NW Division

Gresham, OR 97030

Fax: 503.674.3620

## helpful numbers:

#### Portland Women's Crisis Line

24 hour support; shelter and legal referral

503.235.5333

1.888.235.5333

#### Linea UNICA Crisis Line

en español; 24 hour support; shelter and legal referral

503.232.4448

#### VOA Home Free

domestic violence support; adult and children's

domestic violence support groups

503.771.5503

#### Child Abuse Hotline

503.731.3100

#### Multnomah County Legal Aid

503.224.4086

#### Human Solutions

domestic violence support groups and social  
services

503.528.0200

#### Catholic Charities

#### El Programa Hispano

503.669.8350

#### International Refugee Center of Oregon (IRCO)

503.234.1541



# Gresham Safe Start

Working together to support parents,  
caregivers and their children who have  
experienced domestic violence in staying  
safe and healing from the trauma of  
abuse.

### A collaboration between:

Volunteers Of America Oregon – Home Free

Catholic Charities – El Programa Hispano – Project UNICA

Listen To Kids – Parent-Child Involvement Project

Multnomah County

Department of Human Services – Gresham Child Welfare



# who we are...

Safe Start is a team of service providers working together with Gresham Child Welfare to support parents and their children who have experienced violence or abuse in their home.

The vision of the Safe Start project is that children who are exposed to child abuse and domestic violence are safe, supported and offered the best opportunity to remain with or be reunited with their non-abusing parent. The Safe Start team recognizes that non-abusive parents are in the best position to help children heal.

Services are free to parents and their children ages 0-6 referred by Gresham Child Welfare.

"My mom and dad, sometimes they get in a fight... sometimes my mom gets scared of my dad when he yells at her. Sometimes he smacks her...my mom gets scared that he might smack us, like he did to my mom." - 1st grader

## Domestic Violence Advocacy

It is often difficult for a family to find support when domestic violence is happening.

An advocate provides support and assistance to parents who have experienced domestic violence. An advocate can help connect to resources, plan for safety, access court advocacy, get through the restraining order process, and assist with other ongoing needs.

## Parent-Child Support

Experiencing domestic violence affects a parent's ability to parent as well as children's sense of security and well-being.

A parent-child specialist will work with domestic abuse survivors and their children to learn how violence and abuse has affected their family. A parent-child specialist works with these parents to support them in keeping their children safe, heal the parent-child relationship, and strengthen their bond with their children. A parent-child specialist can meet with parents and their children at home or other safe locations.

# myths & facts

about Domestic Violence

**MYTH:** Domestic violence is a "loss of control."

**FACT:** Violent behavior is a choice. Abusers use it to control their victims. Domestic violence is about batterers using their control; their actions are very deliberate.

**MYTH:** The victim is responsible for the violence because she provokes it.

**FACT:** No one asks to be abused. And no one deserves to be abused regardless of what they say or do.

**MYTH:** Children aren't aware of the violence in their home.

**FACT:** Studies show that most children are aware of violence directed at their caregiver.



# Misión

La misión del Equipo de Respuesta Enfatizada de Violencia Doméstica (**DVERT**, por sus siglas en inglés) del Condado de Multnomah es incrementar la seguridad de las víctimas y la responsabilidad de los/as delincuentes en los casos de violencia doméstica de alto riesgo/alta letalidad a través de una intervención colaborativa entre múltiples agencias que consideran las necesidades de las víctimas y de sus niños/as.

La meta de nuestra intervención es parar la violencia del/a agresor y nuestro enfoque es proteger a la víctima de más daño.

El DVERT del Condado de Multnomah es posible gracias los fondos generosos de:



Los Fondos Unidos de  
Columbia-Willamette



Este proyecto fue posible por la beca No. 2004-WT-AX-K073 otorgada por Oficina de Violencia en Contra de la Mujer, Departamento de Justicia de los Estados Unidos. Las opiniones hallazgos, conclusiones, y recomendaciones expresadas en esta publicación/programa/exhibición son aquellas/os de sus autores y no necesariamente reflejan las opiniones del Departamento de Justicia, Oficina sobre la Violencia en Contra de la Mujer.

## Socios de **DVERT**

Caridades Católicas – El Programa Hispano

Departamento de Servicios Humanos (DHS, por sus siglas en inglés) – Bienestar de la Niñez y Autosuficiencia

Servicios de Ayuda Legal de Oregon – Condado del Multnomah

Departamento de Justicia Comunal de la Comunidad del Condado de Multnomah

Oficina del/a Fiscal de Distrito del Condado de Multnomah

Oficina de la Coordinadora de Violencia Doméstica del Condado de Multnomah

Oficina del/a Sheriff del Condado de Multnomah

Departamento de la Policía de Portland – División de Servicios Familiares

Casa Rafael de Portland

Voluntarios de America – “Home Free”  
Departamento de la Policía de Gresham



**MULTNOMAH  
COUNTY**

**Para Más Información,  
contactar a:**

**Joslyn Baker**

Gerente de **DVERT**  
10225 E Burnside Street  
Portland, OR 97216

503-988-6440 teléfono  
503-988-6435 fax

Correo electrónico:  
Joslyn.r.baker@co.multnomah.or.us

1007-1m-PAO

# DVERT

**Equipo de  
Respuesta  
Enfatizada de  
Violencia  
Doméstica**



**MULTNOMAH  
COUNTY**

# Visión General de DVERT

DVERT provee intervenciones coordinadas para víctimas y delincuentes de violencia doméstica en asociación con agencias locales de enforcamiento de la ley, proveedores de servicios para víctimas, y otros socios de los sistemas legales civiles.

DVERT es un modelo de intervención reconocido nacionalmente en el trabajo con casos de violencia doméstica de alta-prioridad/alto-riesgo.

El DVERT está localizado junto con la Unidad de Reducción de Violencia Doméstica de la Policía de Portland.

DVERT tiene las siguientes metas:

- Incrementar la seguridad de las víctimas y sus hijos/as que están a alto riesgo de letalidad o de un nuevo asalto severo
- Asegurar el control apropiado de ofensores que están en alto riesgo de volver a ofender o que tienen el potencial de cometer violencia letal.
- Fomentar asociaciones con agencias de enforcamiento de la ley.

También, los miembros de DVERT están disponibles para:

- Proveer entrenamiento especializado localmente y nacionalmente; y
- Apoyar a comunidades que quieren desarrollar y sostener esfuerzos colaborativos similares.

## ¿Cómo referir un caso a DVERT?

El DVERT del Condado de Multnomah acepta referidos para una posible respuesta colaborativa. Si usted piensa que tiene un caso de violencia doméstica de alta letalidad, el cual se beneficiaría de una respuesta coordinada y multidisciplinaria que incluye la investigación y la prosecución de

crímenes en el Condado de Multnomah:

- Repase el caso dentro de su agencia para determinar si el caso es de violencia doméstica de alto-riesgo.
- Contacte la víctima para discutir el papel de DVERT y estimar el interés de la víctima en participar en el proceso de DVERT.
- Someta el formulario de referidos de DVERT al gerente de DVERT por fax o por "e-mail"
- Una proveedora de servicios de DVERT se comunicará con la víctima y completará proceso comprensivo de referido, el cual incluye una evaluación de letalidad y de reincidencia. La herramienta de evaluación utilizada por DVERT es basada en evidencia que provee información predictiva de recurrencia de asaltos.
- La coordinadora de DVERT entonces presentará el caso para la evaluación las agencias asociadas a DVERT.
- Cuando un caso es aceptado por DVERT, se desarrolla un plan de acción. Se le mantendrá al tanto de el progreso del caso.

## Reuniones de DVERT

El equipo de DVERT sostiene reuniones multi-disciplinarias regulares facilitadas por la coordinadora de DVERT. Un resumen de cada caso nuevo está presentado por la persona que hace el referido a DVERT.

- DVERT entonces identifica las maneras en que DVERT puede mejorar los resultados del caso.
- DVERT repasa el caso y hace recomendaciones sobre a quién se le asignará el caso.
- Planes de acción de caso son repasados y actualizados en a cada reunión de DVERT.

## Escenarios de DVERT

Cada caso de DVERT es único y trae su propia colección de riesgos y oportunidades. Generalmente, casos aceptados por DVERT muestran los siguientes factores en común:

- El/la delincuente tiene un historial de reportes de violencia doméstica.
- El/la delincuente viola la orden de restricción repetidamente
- Hay un aumento de la violencia en frecuencia, en intensidad, o en tipo de violencia.
- El/la delincuente amenaza con matar a la víctima.
- El/la delincuente usa drogas y/o alcohol regularmente.
- La víctima siente que su vida está en peligro.

## DVERT está haciendo una diferencia

DVERT ha trabajado en más de 100 casos de violencia doméstica de alto-riesgo, proveyendo servicios de alta calidad a aquellos/as afectados/as por violencia doméstica.

- 74% de los casos de DVERT con intervención completada no tienen nuevos crímenes de violencia doméstica.
- Miembros de DVERT reportan que sus agencias han cambiado su forma de tratar los casos de violencia doméstica a causa de DVERT.
- DVERT está mejorando la colaboración y la intervención efectiva en casos de violencia doméstica de alto-riesgo en el Condado de Multnomah.



MULTNOMAH  
COUNTY

**DVERT** Equipo de Respuesta  
Enfatizada de Violencia Doméstica

Excerpt from:

**“RE-ALIGNMENT OF CITY AND COUNTY  
ROLES AND RESPONSIBILITIES REGARDING  
HOMELESS SINGLE AND DOMESTIC VIOLENCE SERVICES”**

Prepared by the City of Portland Bureau of Housing and Community Development,  
Multnomah County Department of Community and Family Services Division of Child, Youth,  
Families, Community Action and Development

August 27, 1997

**COUNTY RESPONSIBILITIES FOR DOMESTIC VIOLENCE**

In assuming responsibility for planning, funding, and tracking performance of shelter and services for victims of domestic violence, the County:

- intends to maintain and stabilize the current county-wide system of services;
- will develop a collaborative relationship with the existing domestic violence victim services organizations and the Family Violence Intervention Steering Committee; and
- will develop a plan for a continuum of domestic violence victim services that goes beyond those for victims who are homeless.

The County will assume responsibility for contracts that the Bureau of Housing and Community Development (BHCD) currently has with providers of services to victims of domestic violence.

**An Evaluation of the Multnomah County  
Criminal Justice Response to Intimate Partner Violence:  
Executive Summary  
April 2000  
Prepared by NPC Research**

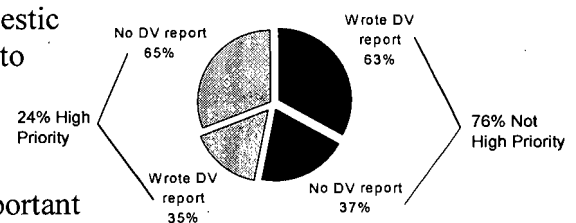
**High-Priority Cases**

The criminal justice system is interested in identifying and flagging cases that either involve repeat offenders, represent a very dangerous situation, or both. If cases could be 'prioritized' in this way, limited resources could also be prioritized thus increasing and ensuring focused intervention in the cases that are immediately the most dangerous and/or likely to lead to further re-offense.

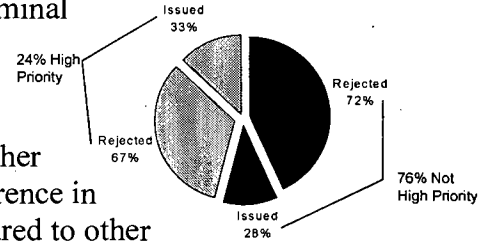
**Definitions of 'High Priority' Arrest Cases for This Study**

- Cases with a higher threat or level of violence/danger defined by the suspect using a weapon or a felony arrest (excluding the Assault IV felony upgrades for the presence of children; 6% of the sample);
- Cases with prior domestic violence arrests, incidents, or where a current restraining order was identified in the incident report (12% of the sample);
- Cases with prior domestic violence arrests, incidents, or where a current restraining order was identified in the incident report and either a felony charge arrest, use of weapons or both (6% of the sample)

- Using these definitions, 133 cases (24%) could be defined as high priority, a substantial segment of all of the intimate partner violence cases in March 1999.
- There were no differences in individual (e.g., age, race, alcohol and drug use) or case characteristics (e.g., presence of children, current restraining order) between cases that were identified as high priority and cases that were not defined as high priority. This finding would suggest that these variables are of little utility in flagging high-priority cases. In other words, high-priority cases cannot be distinguished from other cases based on demographic variables or the presence of children, etc.
- One of the central questions of this study was to determine how the system responds to high-priority cases. Results indicate that there is currently no statistically significant difference in how the police or District Attorney's Office responds to cases defined by this study as high-priority cases.
- Officers did not consistently write the special domestic violence reports for high priority cases, compared to other arrest. These reports serve as an additional level of evidence collection and are required by General Orders for Portland Police. This is important because police reporting is the most important method of evidence collection and incident documentation.



- The District Attorney's Office prosecutes those cases with a felony arrest cases and or weapons involved where the offender has a criminal justice history significantly more often than other arrest cases (58% compared to 35% for felony/weapon cases, 19% for cases with prior incidents/arrest/restraining orders, and 28% for other arrest cases). Overall, there is no significant difference in the prosecution rates of high priority cases compared to other arrests.



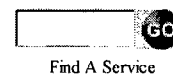
## Suggested Recommendations

In preparing this Executive Summary, a decision was made by the LPSCC Domestic Violence Workgroup Research Subcommittee that this summary and the corresponding larger report would serve to raise issues for further action and suggest broad areas of recommendations. It is the hope of the evaluation team that the LPSCC Domestic Violence Working Group will take responsibility for recommending concrete actions.

- Develop a more timely and effective method of distributing and implementing changes in law, policies and procedures. Monitor police officer adherence to these stated protocols (e.g., writing reports, collecting evidence, taking pictures, etc.).
- **BOEC:** Continue to develop an identification system that will notify officers of suspects being sought for domestic violence incidents; create a coding system that identifies domestic violence calls received by call takers as another crime for the appropriate response; and establish a method of providing accountability to officers who do not respond to intimate partner violence calls according to the Statutes.
- **Street officers and/or officers assigned to special domestic violence units:** Issue a 'probable cause authorization' to find suspects who flee the scene (using a bureau-wide identification system to locate suspects); conduct timely and thorough investigations of each case; and work to fulfill the District Attorney Office's recommendations for collecting all information that may help them to prosecute the case (e.g., pictures of the victim and scene, detailed description of all excited utterances, witness testimony, and eventual offender arrest even if he/she fled the scene).
- **District Attorney's Office:** Increase resources to address all intimate partner violence cases; assign additional victim advocates who do intensive outreach to all victims in all intimate partner violence cases (whether there was an arrest or not), thereby encouraging victim participation; allocating resources to review all incidents, including non-arrest and high priority cases; assure consistent training of all staff who interact with victims on the dynamics and impact of domestic violence, supportive communication, interviewing techniques, safety planning and building an ongoing relationship; and investigate all cases to the fullest extent.
- View victims as consumers of the criminal justice system in part to encourage better victim participation in prosecution. Provide consistent victim safety including outreach even when an arrest is not made. Create links to non-profit organizations to encourage service-based follow up. Continue to develop methods of prosecuting

without victim support or interest. Encourage victim feedback consistently at each level of intervention.

- Develop a definition of high-priority cases that is clear and usable by BOEC and street officers and continue to research other factors that may be important. Flag high-priority cases beginning with BOEC's message to the responding officer and continuing throughout the system using an identification system; investigate these cases further; and put more resources into prosecuting them.
- Develop a differential response protocol for danger/repeat or 'high-priority' cases. Remove the focus from suspects who use alcohol and drugs and those who commit theft crimes and concentrate on these violent and persistent offenders.
- Continue to collect and analyze data to develop long-term trend data. Create annual reports on dangerous/repeat or 'high-priority' households. Further analysis of dual arrest, female arrests and the relationship of ethnicity to the criminal justice system is necessary.



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[Home](#) [Living](#) [Business](#) [Visiting](#) [Government](#) [Employee](#) [Help](#)**Document Detail**

<b>Type:</b>	Resolution, Order or Proclamation
<b>Date:</b>	09/07/2000
<b>Number:</b>	00-149
<b>Title:</b>	ESTABLISHING A POLICY TO INCREASE THE SAFETY, WELL BEING, AND STABILITY OF ALL MEMBERS OF FAMILIES, ESPECIALLY WOMEN AND CHILDREN, IN MULTNOMAH COUNTY AND TO REDUCE DOMESTIC VIOLENCE
<b>Text:</b>	<p>BEFORE THE BOARD OF COUNTY COMMISSIONERS FOR MULTNOMAH COUNTY, OREGON</p> <p>RESOLUTION NO. 00-149</p> <p>Establishing a Policy to Increase the Safety, Well Being, and Stability of All Members of Families, Especially Women and Children, in Multnomah County and to Reduce Domestic Violence</p> <p>The Multnomah County Board of Commissioners Finds:</p> <p>a. Domestic violence is emotional, physical, psychological abuse or neglect, sexual abuse, or threats thereof, perpetrated against a person by an intimate partner or household member. Intimate partner or household member includes a parent, child, spouse, former spouse, partner, former partner, adult relative, or the other parent of a minor child. Although the most common form of domestic violence is intimate partner violence, violence between other family members is included in this definition. For example, the definition includes abuse between adult or adolescent children and their older parents or grandparents, between other family members living in the same household or others with significant household responsibilities. This definition excludes abuse by staff at institutions and child abuse by adult caretakers.</p> <p>b. Abuse may include threats, harm, injury, harassment, exertion of power and control over another person, terrorism, or damage to other people, animals or property. Domestic violence may be a single incident, and may range in intensity from harassment to homicide. Most often it is a systematic pattern of abuse that frequently escalates over time in frequency and severity. The pattern of abuse may include both criminal and non-criminal behavior and may or may not result in physical injury.</p> <p>c. Domestic violence is a pervasive and serious problem in Multnomah County. Our recent study found that one in seven adult women were assaulted either physically or sexually by their partner in 1999. Fifteen percent of children witnessed domestic violence; most were under 5 years old. Young women, 18 to 24 are particularly at risk of assault by their young male partners. Although national research has shown that women are more likely to be victims of abuse, especially intimate partner abuse, men can also be abused.</p> <p>d. The County recognizes that:</p>

All people should be able to live and work free from domestic violence or the threat of violence;

Efforts to address the issues of domestic violence must be culturally appropriate, based in respect and dignity for all individuals and desire to build a rich multicultural community;

Cooperation and coordination among public and private resources and across Departments are essential to effectively address domestic violence;

Government is responsible for enacting and enforcing laws and policies which protect the rights and safety of victims of violence, funding appropriate services for victims and intervening with and holding batterers accountable;

Social attitudes and structures and cultural norms that allow or encourage domestic violence to occur, including those that impact the status of women, need to be changed in order to prevent domestic violence.

e. Victims turn to a wide variety of resources for support and assistance. Most frequently, they talk with family and friends, co-workers or supervisors, the police and social services, including mental health and domestic violence victim services. Thus, it is important that all parts of our County respond appropriately and find ways to increase the safety of victims and their children.

f. Some County Departments already play a significant role in the primary domestic violence intervention system. These include the District Attorney's Office (prosecution), Community Justice (probation supervision), Multnomah County Sheriff's Office (restraining order service, law enforcement and corrections), Aging and Disability Services (adult protective services) and Community and Family Services (contracting for domestic violence victim services). Other Departments and staff have initiated projects to address the needs of their clients who are victims or batterers. Examples include:

Screening of clients or patients and intervention (DCFS, Health);

Epidemiological studies on the prevalence of domestic violence (Health);

Analysis of the criminal justice system response (Local Public Safety Coordinating Council);

Development of:

guidelines for alcohol and drug treatment providers and for Family Court mediators in responding to domestic violence (DCJ, DCFS);

tools and training for managers and supervisors (DCFS and DSS);

intervention strategies for adolescent offenders (DCJ);

peer support and human resource policies (DSS); and

a County Domestic Violence Resource Manual (DCFS).

g. Domestic violence intervention and prevention stretch across many disciplines, philosophies and agencies. It is a social justice and human rights issue, a criminal justice and public health issue. It has a profound impact on victims' physical and mental health and a significant impact on the workplace.

h. It is necessary that the entire community, not just government, the criminal justice system or social services, address this problem. Community organizations such as schools, churches, youth organizations, civic and social groups have opportunities to assist victims and provide intervention



and strong messages to the perpetrators that domestic violence is inappropriate.

The Multnomah County Board of Commissioners Resolves:

1. The County will develop effective and integrated responses to domestic violence as:

a) an employer, by the development and implementation of procedures to increase the safety of all employees. These procedures should address employees who are victims of domestic violence and their co-workers who are endangered. They also should assist in holding perpetrators of domestic violence accountable;

b) a provider and contractor of services to County residents, by the development and implementation of appropriate screening, intervention, awareness and prevention protocols and tools for the direct services provided or contracted by the County; and

c) a leader in the community; by working with community organizations to enhance a community-wide response to domestic violence. The Board has identified several areas of particular importance:

Increasing funding for domestic violence services;

Partnering with schools and colleges to develop prevention and intervention strategies for young men and women; and with the business community to assure safety of employees;

Bringing key players in public and private efforts to end domestic violence to the table and provide opportunities for them to build productive relationships; and

Promoting awareness of domestic violence and effective intervention and or prevention strategies.

2. The Board, acting through the Chair, directs the Domestic Violence Coordinator to work with the Board and Department Directors, Managers and their designees to develop these responses with an emphasis on intervention.

ADOPTED this 7th day of September, 2000.

BOARD OF COUNTY COMMISSIONERS FOR MULTNOMAH COUNTY, OREGON

Beverly Stein, Chair

REVIEWED:

THOMAS SPONSLER, COUNTY ATTORNEY FOR MULTNOMAH COUNTY, OREGON

By Katie Gaetjens, Assistant County Attorney

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Please send comments to: [deborah.l.bogstad@co.multnomah.or.us](mailto:deborah.l.bogstad@co.multnomah.or.us)

The address of this page is: <http://www2.co.multnomah.or.us/cfm/boardclerk/viewdetail.cfm?DocID=8025>

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Page last updated: Thursday, December 19, 2002

**Excerpt from  
Multnomah County Community Based Victim Services System Plan Executive Summary  
Adopted December 2002**

***Implementation of the Model System***

The implementation of this Model System will require a long-term commitment by funders, community based victim services agencies, policy-makers, commissions on children and families, and community leaders. Implementation can be staged and use creative collaboration and financing. This plan identifies the following priorities for development in the early stages:

**Augmentation of existing core services**

- Culturally specific or population specific programs for (\$300,000) to fund domestic violence specific services for 3-4 new populations (Middle Eastern, South Asian, women with disabilities and sexual minorities), to increase the number and types of services already funded, and to help build infrastructure in smaller organizations.
- Stability and quality of existing general programs (\$300,000)
- Additional 50 new emergency shelter beds (2 new shelters) for the following populations: Spanish-speaking and women with significant drug or alcohol addiction. (\$800,000)
- Two new scattered site transitional housing case managers with rent assistance funds (\$200,000). Together with motel voucher funds, this type of service can expand the emergency shelter capacity.
- **Regional Centralized Resource For Information, Referral And Intake** developed using information and planning funded by the Byrne Grant to the Domestic Violence Coordinator's Office and in partnership with existing crisis or I&R line to provide infrastructure and space. It is estimated that together with current funding and resources, approximately \$250,000 would provide full-time staffing and volunteers.
- **On-site Collaborative Services**, as a starting point, this plan recommends funding 1 FTE from victim services system agencies in each of the 9 County geographic areas/Caring Communities to be placed in existing social service agencies. (\$450,000).
- **Multi-disciplinary, Domestic Violence Walk-In Center**, Phase I in conjunction with an existing facility. Again, to maximize on-site expertise and minimize overhead and administrative costs, the Walk-In Center could be co-located with an existing facility. One possible co-location site would be the Gateway Children's Center social services building (law enforcement, district attorney's building). \$100,000 in funding would provide two victim advocates to assist in providing services.
- **Advocacy for Appropriate/Effective Response By Community Partners**, Phase I would provide victim services system agencies and the Multnomah County Domestic Violence Coordinator's Office with additional resources to provide training and technical assistance, develop collaborative projects, assist in the development of protocols, and participate in on-going coordination and collaboration efforts. (\$50,000).

Phase I implementation described above requires \$2.45 million. Implementation of the full Model System could cost as much as \$12-14 million.

**Multnomah County Domestic Violence Fatality Review Team**  
**2009 Report**

**Goal:** The DVFR Team conducts multidisciplinary reviews of a sample of domestic violence homicides to examine the events leading to a particular domestic violence fatality, with a goal of learning how a fatality could be prevented in similar cases in the future.

**Description:** Formation of a Domestic Violence Fatality Review Team (DVFR) is authorized by the Legislature (ORS 418.712 through 418.718), with membership determined for the most part by statute. The Multnomah Domestic Violence Fatality Review Team was formed in fall of 2006, and includes an extensive membership list of local law enforcement, criminal justice, health, human service, and domestic violence agencies. Multnomah County's Family Violence Coordinating Council and Local Public Safety Coordinating Council collaborate in organizing the fatality review process, which is based on willing participation and open dialogue among members of diverse agencies. Participating agency representatives review the facts of each case, and learn from these tragedies how to improve the local response to domestic violence.

**Projects and Accomplishments:** Six reviews have been conducted, one each in 2006 and 2008, and two in 2007 and 2009. While the identity of the victim and perpetrator, and content of the reviews, is held strictly confidential among team members, the recommendations for improvements to the system by necessity are public. Recommendations have focused on six main areas, and teams work to implement those with the highest priority. We are in the process of compiling a list of accomplishments based on these recommendations for 2009.

**2009 DVFR Recommendations**

**I. Need for more effective response from people and institutions when abuse was suspected.**

Most victims of domestic violence homicide have seen a health care provider in the year prior to their death. Many have talked to family, friends or coworkers. But relatively few victims called police, the Domestic Violence Crisis Line, or other domestic violence services. Therefore, we believe that people outside the DV system often have the best opportunity to intervene. Family members, employers, professional staff, and public safety officials can be more effective in their response to suspected domestic violence if they are more informed about the issues, and the services and resources available to help.

2009 recommendations included:

- Develop/identify information on Safety Planning and make this easily available for a variety of audiences.
- Provide information to students in middle/high school about relationship safety and dangers of domestic violence.
- Increase information and screening for youth involved in gangs or in a relationship with those in gangs who are either victims or perpetrators or DV and are in middle/high school.
- Improve the knowledge and competence of mental health practitioners to address domestic/dating violence and provide safety planning, through initial and continuing education and training.

- Develop an initial screening for Department County Human Services systems to assess for DV, MH and/or A&D issues, and low cognitive functioning.
- Develop and maintain capacity for training for DCHS and human services providers on DV.

## **II. Need to improve communication across systems.**

Victims of domestic violence often leave their home county in an attempt to seek safety. Yet it is clear from newspaper accounts that many perpetrators move across county or state lines to continue to harass, stalk or assault their victims, and that crimes occur across multiple jurisdictions. A perpetrator may be on probation in one county for a domestic violence crime, yet because of lack of communication, be treated as a new offender in another jurisdiction. Therefore, we believe that good communication across county and state lines, and among the various agencies is essential to reduce domestic violence homicides.

There were no new recommendations in this area in 2009.

## **III. Need to enhance ability to identify and track high-risk cases.**

New evidence-based assessment tools have become available in the past five years that help identify high-risk/high-danger domestic violence cases. Increasing use of such a tool to flag perpetrators at high-risk of reoffense and expanding access to that data to more people who interface with victims, will allow law enforcement officers, court officials and advocates to be more proactive about encouraging a victim to get help, and to respond appropriately to offenders based on the risk they pose.

2009 recommendations included:

- Explore the possibility of an additional targeted response to “high danger” cases.
- Expand jail-based services for both DV victims and perpetrators.

## **IV. Need for improved victim access and connection to a domestic violence service.**

Many domestic violence homicide victims never access domestic violence services. When victims do try to access services, they often encounter barriers: confusion about available services, a dearth of shelters, a lack of sufficient advocates, and minimal services for people who don't speak English. We believe that improved access to regularly updated information about services that are available will improve the chance for a helpful connection to occur. The opening of the Gateway Domestic Violence Services Center in 2010 is one avenue for increasing access to more victims.

There were no new recommendations in this area in 2009.

## **V. Need to improve information for professionals to assist them in responding to a specific case.**

Health, human service and court professionals have contact with victims and perpetrators of domestic violence, yet are often unaware of the individual's history with domestic violence. These professionals have an opportunity to help not only through improved referral to domestic violence services, but by improving treatment for co-occurring health, mental health and substance abuse disorders. We believe that increasing access to an individual's public record history would enable better treatment of inter-related issues to occur.

The 2009 recommendation in this area was:

- Develop strategies for appropriate response to victims who wish to stay in or return to relationships with partners identified as DV perpetrators.

#### **VI. Need to identify and fill gaps in existing system that limited ability to respond.**

There is a lack of sufficient domestic violence services across the spectrum – from information, to shelters, to advocates – sometimes a needed service is not available at all. We believe that filling these gaps in the continuum of services, especially for services targeted to special populations, would help reduce some of the homicides resulting from domestic violence.

##### 2009 recommendations included:

- Improve access to housing for DV survivors in order to increase a survivor's ability to leave a harmful situation
- Expand anti-trafficking and anti-prostitution efforts for at-risk youth.
- Assure services are available for families following a domestic violence homicide, such as grief counseling and follow-up on individual welfare (esp. for minor children).
- Based on three years of reviews, the DVFR Team recognizes the overarching need to have leadership in our community speak out strongly against DV.

#



# MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

(Revised 12/31/09)

## Board Clerk Use Only

Meeting Date: 02/09/2010

Agenda Item #: PD-2

Est. Start Time: 11:00 AM

Date Submitted: 02/03/2010

**Agenda Title:** City of Portland – Multnomah County Animal Services Task Force  
**Implementation Report**

*Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title sufficient to describe the action requested.*

<b>Requested Meeting Date:</b>	February 9, 2010	<b>Amount of Time Needed:</b>	1 hour
<b>Department:</b>	Community Services	<b>Division:</b>	Animal Services
<b>Contact(s):</b>	Mike Oswald		
<b>Phone:</b>	503-988-6233	<b>Ext.</b>	86233
<b>I/O Address:</b>	B 324		
<b>Presenter(s):</b>	Mike Oswald		

## General Information

### 1. What action are you requesting from the Board?

Request acceptance of the City of Portland – Multnomah County Animal Services Task Force Implementation Report.

### 2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

The City of Portland – Multnomah County Animal Services Task Force was chartered in May 2008 by the Portland City Council and the Multnomah County Board of Commissioners to study and evaluate options, and make recommendations, for appropriate and viable animal service levels, priorities, and sustainable funding methods to ensure continued services into the future. The Board and City Council asked the Taskforce to provide viable option(s) that will:

- Restore animal services, beyond the reduced-service status quo.
- Provide a sustainable funding mechanism (non-capital) that puts the bulk of the cost of funding restored and enhanced animal services on animal owners.

In November 2008 the Task Force delivered a report to the Board and City Council outlining seven strategies to deliver on these goals. The strategies included:

1. Jettison the existing licensing program in favor of a pet registration program that restores

- animal services and delivers high value for animals, pet owners, and the community.
2. Fund restored and enhanced animal services, over-and-above the General Fund-supported baseline service level - through increased participation in the registration program. Use a combination of incentives and higher-value animal services programs, coupled with enforcement and increased fees and fines for non-compliance.
  3. Restore quality-of-urban-life services via an "urban services" premium on pet registrations within the City of Portland, with the option of adding similar services in other jurisdictions that elect to participate in the premium.
  4. Have one City/County Animal Services Program. Retain Multnomah County Animal Services (MCAS) as the service provider, while providing greater proximity and access to a modern animal shelter and animal services through a City-County partnership.
  5. Leverage the City-County partnership through use of the City Revenue Bureau to enforce license compliance and collections.
  6. Build for the future by including strategic elements that will reduce problems and benefit both animals and people in the long term, such as spay and neuter programs.
  7. Establish a citizen advisory process to guide and inform animal services provision.

In April 2009 the Board and City Council created an Implementation Team to study the financial and operational feasibility of the Task Force recommended approach—and develop an implementation plan.

**The Implementation Team Findings and Conclusion:**

The Implementation Team completed its report in early February 2010. The Implementation Team found that the additional revenue potentially achievable by the Portland Revenue Bureau acting as license enforcement and collections agent does not justify the significant initial cost, high overhead and associated risk. If an extremely high compliance rate is not obtained – i.e. a rate higher than any other comparable U.S. city – the cost associated with collections and enforcement could negatively affect net revenue. The team concluded that an approach of increased license fees—coupled with increased participation due to vaccination reporting and higher value programmatic elements—was found to be the most advantageous plan from a risk/cost-to-benefit standpoint. However, this approach falls short of Task Force's aspirational revenue goals. Under this model, Multnomah County Animal Services would continue to oversee the license collections and enforcement program but with additional resources dedicated to those functions.

**3. Explain the fiscal impact (current year and ongoing).**

The strategy to initiate the Implementation Plan would be to increase pet license fees and dedicate the additional license revenue to fund the restoration and enhancement of services, as recommended by the City – County Taskforce. The additional revenue collected from increased fees would fund the cost of the restored and enhanced services. Upon approval of the strategy, Implementation would coincide with the FY2011 budget process.

**4. Explain any legal and/or policy issues involved.**

A Board Resolution would be required to raise Pet License fees.

**5. Explain any citizen and/or other government participation that has or will take place.**

The City of Portland – Multnomah County Animal Services Task Force involved a wide-range of stakeholders, including representatives from the Portland Veterinary Medical Association; non-



profit animal interest groups; the Oregon Humane Society; the Dove Lewis Emergency Animal Hospital; the labor union; the City of Portland Revenue Bureau, Park and Recreation Bureau, and Development Bureau; Multnomah County Health department and Animal Services; and, interested citizens.

In addition, the Taskforce held four community forums to seek citizen input. The Implementation Team utilized focus groups to test community impact. The Taskforce report has been posted on the Animal Services website since November 2008.

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**Required Signature**

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**Elected Official or  
Department/  
Agency Director:**



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**Date:** 02/03/2010

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# City of Portland – Multnomah County Animal Services Task Force Report Implementation Plan



## City – County Taskforce

- **May 2008:** Portland City Council and Multnomah County Board of Commissioners chartered the City County Animal Services Task Force.
- **Purpose:** Study and evaluate options, and make recommendations for appropriate and viable service levels, priorities, and sustainable funding method, to insure continued services into the future.
- **Goals:**
  1. Restore animal services, beyond the reduced-service status quo.
  2. Provide sustainable funding mechanism that puts the bulk of the cost of funding restored & enhanced services on animal owners.

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## Taskforce Recommendations: “Seven Strategies”

Nov. 2008 - Task Force delivered its report to the City Council and Board of County Commissioners,

1. Jettison existing licensing program in favor of registration that delivers high value for animals, pet owners, and the community.
2. Fund restored and enhanced services through increased registration. Use a combination of incentives and higher-value animal services programs, coupled with enforcement, increased fees and fines.
3. Restore quality-of-urban-life services via an “urban services” premium on pet registrations within the City of Portland—option available in other cities that elect to participate.
4. Have one City/County Animal Services Program—with the county as service provider. Provide greater proximity and access to a modern animal shelter & services thru a city-county partnership.
5. Leverage the City-County partnership beginning with use of the City Revenue Bureau’s enforcement and collections resources to increase compliance.
6. Build for the future by including strategic elements that will reduce problems and benefit both animals and people in the long term, such as spay and neuter programs.
7. Establish a citizen advisory process to guide and inform animal services provision

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### Implementation Team Process

- In April 2009 the team initiated the study of financial and operational feasibility of the TaskForce recommended approach.
- A focus-group study of pet owners that don't license their pets to determine reasons why & factors to motivate them to license.
- Analyze financial feasibility of Portland Revenue Bureau administering license collections and enforcement.
- Comparative analysis of pet licensing compliance rates in other U.S. cities and Calgary Canada to determine feasible expectations for licensing compliance rates.
- Research alternative funding concepts.

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## Implementation Team Recommendation

**The team recommends that increased participation in a higher-value licensing program coupled with increased license fees and higher fines for non-compliance is the most feasible alternative for meeting the financial aspects of the Task Force charge. Collections oversight by MCAS is the most feasible alternative for administering this approach.**

### Findings

- The potential revenue from Portland Revenue Bureau acting as enforcement and collections agent does not justify the significant initial cost, high overhead and associated risk. If an extremely high compliance rate is not obtained – i.e. a rate higher than any other U.S. city – the cost associated with collections and enforcement could negatively affect net revenue.
- An approach of increased fees coupled with increased participation due to vaccination reporting and higher value program elements was found to be the most advantageous from a risk/cost-to-benefit standpoint, although it falls short of the Task Force's aspirational revenue goals.
- The Team concluded that the success of the plan will absolutely require continued baseline funding from the County General Fund. Fees and fines, regardless of level of participation, are not adequate to support a credible Animal Services program

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### Implementation Team: Success Factors for Implementation

1. Continue to fund baseline Animal Services via County General Fund, with new license revenue restricted to restoring & enhancing services.
2. Increase countywide license fees for dogs and cats approximately 30% (from \$18 to \$25 for dogs and from \$8 to \$12 for cats).
3. Add one FTE dedicated to license collection and compliance.
4. Manage delinquent collections through a collections agency, which will pass cost of collection to the fee payer.
5. Continue to build on a successful compliance model based on rabies vaccination reporting. Implement standardized reporting to accommodate higher volume, ease processing, make more convenient for veterinarians.

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### Implementation Team: Success Factors (continued)

6. Invest Year One in a professional outreach program (An assumption is that future years' outreach initiatives will be funded from increased license revenue.)
7. Invest Year One in initial roll-out of animal services enhancements (i.e. Urban Services –additional officers in Portland “feet on the street”, and spay/neuter program)
8. Establish a \$5 Urban Services fee of on dogs licensed in the City of Portland. Restrict the revenue to fund two priorities: 1) add three new officers position to restore response to barking dog problems, stray dogs, and neighborhood nuisance complaints; 2) provide dedicated funding for a community spay and neuter program. *(A \$10 fee was considered but rejected as too steep).*
9. Work in partnership with the Water Bureau to identify residences with dogs and cats.
10. Centrally-located Facilities: Site a Portland Adoption Center (Short term); Build a new shelter centrally located to improve access for all county residents (Long-term).

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## Action Plan

### **Task Force Strategy:** Invest in Community Education and Outreach

- ▣ Build community support for responsible pet ownership, licensing, pet lost and found, spay-neuter services, and pet adoption

### **Implementation Team Recommendation:**

- ▣ Invest Year One in a professional outreach program

## Action Steps

#	Action	FTE	Cost	New Revenue
1	Contract for a Professional marketing plan: One-time-only; Return on investment within 3 yrs	NA	\$100,000	\$100,000
2	Expand use of the web and electronic media	0.5	\$ 40,000	-



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## Action Plan (continued)

### **Task Force Strategy:** Fund Restored/Enhanced Services by increased license fees

- ▣ Use a combination of incentives and higher-value animal services programs, coupled with enforcement, increased fees and fines.

### **Implementation Team Recommendation:**

- ▣ Increase License Fees
- ▣ Dedicate new license revenue to restoring and enhancing services

### **Action Steps**

#	Action	FTE	Cost	New Revenue
1	Increase countywide pet license fees Increase fee from \$18 to \$25 for dogs and from \$8 to \$12 for cats.	NA	\$ 0	\$480,000
2	Restore neighborhood service response: restore two officer positions to provide services for animal nuisances, barking dogs, and stray animas	2.0	\$182,000	-

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## Action Plan (continued)

**Task Force Strategy:** Use enforcement & collections to increase compliance

### Implementation Team Recommendation:

- ▣ Add one FTE dedicated to license collection and compliance
- ▣ Manage delinquent accounts through a collections agency

### Action Steps

#	Action	FTE	Cost	New Revenue
1	Add one license collection specialist to collect on delinquent license renewal notices, veterinary rabies vaccination reports, and unpaid licensing accounts	1.0	\$76,000	\$100,000
2	Contract with Collections agency	NA	\$ 0	\$10,000

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### Action Plan (continued)

**Task Force Strategy:** Focus on Strategic programs to benefit animals & community

### Implementation Team Recommendation:

- ▣ Dedicate new license revenues for community pet spay and neuter programs

### Action Steps

#	Action	FTE	Cost	New Revenue
1	Establish a dedicated and sustainable Spay-Neuter Fund. Provide assistance to low income pet owners with supplemental pet spay-neuter surgery funding	NA	\$65,000	\$1,000 (Pet owner Co-pay)

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### Action Plan (continued)

**Task Force Strategy:** One city/County animal services provider with greater access to shelter services for Portlanders

### Implementation Team Recommendation:

- ▣ Centrally-located facilities:
- ▣ Site a Portland Adoption Center

### Action Steps

#	Action	FTE	Cost	New Revenue
1	New Portland Pet Adoption Center Site a 2,500 sq ft pet adoption center in the heart of Portland to provide better access to adoptable shelter animals and animal-related services and programs.	4.0	\$300,000 (Annually)	\$10,000

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## Action Plan (continued)

**Task Force Strategy:** Restore enhanced, quality “urban services” to Portlanders

### Implementation Team Recommendation:

- ❑ Roll out animal services enhancements in Portland -“more feet on the streets.”
- ❑ Establish a \$5 Urban Service Fee on dog licenses in Portland to fund additional officers.

### Action Steps

#	Action	FTE	Cost	New Revenue
1	Create a \$5 Urban Service Fee on all dog licenses in the City of Portland (REQUIRES CITY COUNCIL ACTION)	NA	\$ 0	\$232,000
2	Add officers dedicated to serving the City of Portland to enhance neighborhood services	2.0	\$182,000	-
3	Fund annual operating costs for Portland Pet Adoption Center	NA	\$50,000	\$5,000

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### Next Steps

- **Briefing Memorandum to the City Council:**  
Portland City Commissioner Randy Leonard's Office has requested a memorandum to provide a briefing on the Implementation planning approach.
- Continued Discussions with Commissioner Leonard's Office on next steps with the City.
- **Direction from the Chair and Board**
- **Finalize the plan and post it on Animal Services Website**  
**[www.MultCoPets.org](http://www.MultCoPets.org)**