

ANNOTATED MINUTES

Tuesday, May 29, 1990 - 9:30 AM
Multnomah County Courthouse, Room 602

PLANNING ITEM

Chair Gladys McCoy convened the meeting at 9:35 a.m., with Commissioners Pauline Anderson, Rick Bauman and Sharron Kelley present, and Vice-Chair Gretchen Kafoury excused.

1. Review Final Conditions, Findings and Order in the Case of PD 1-90 (A Proposed Manufactured Home Park at SE 136th & Holgate) (continued from 5/22/90)

PLANNER BOB HALL EXPLANATION AND RESPONSE TO BOARD QUESTIONS. UPON MOTION OF COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER BAUMAN, FINAL ORDER 90-82 IN THE MATTER OF THE REVIEW OF THE PLANNING COMMISSION DECISIONS WHICH DENIED "ASPEN MEADOWS", A MANUFACTURED HOME PLANNED DEVELOPMENT AND ZONE CHANGE (ZC 1-90/PD 1-90) WAS UNANIMOUSLY APPROVED.

The planning meeting adjourned at 9:50 a.m. and the briefing convened at 9:51 a.m.

Tuesday, May 29, 1990 - 9:45 AM
Multnomah County Courthouse, Room 602

INFORMAL BRIEFINGS

2. County Chair Gladys McCoy's 3rd Quarter Executive Management Report and special program updates from Department Managers and the County Sheriff.

GLADYS McCOY, GARY WALKER, SHARON TIMKO, LINDA ALEXANDER, DUANE ZUSSY, BILL THOMAS, PAUL YARBOROUGH, GRANT NELSON AND CARY HARKAWAY

PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. BOARD TO SUBMIT EVALUATION OF QUARTERLY EXECUTIVE MANAGEMENT REPORT TO CHAIR.

3. *Briefing by DHS regarding potential impact on Multnomah County services of Portland School District's drug policy. Presented By Duane Zussy, Hal Ogburn, Norma Jaeger and Dr. Marilyn Richen.*

DUANE ZUSSY, NORMA JAEGER, HAL OGBURN AND DR. MARILYN RICHEN PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. DHS STAFF DIRECTED TO SCHEDULE A JOINT MEETING WITH COUNTY BOARD AND PORTLAND PUBLIC SCHOOL BOARD.

There being no further business, the briefing adjourned at 12:25 p.m.

Tuesday, May 29, 1990 - 1:30 PM
Multnomah County Courthouse, Room 602

INFORMAL

Chair Gladys McCoy convened the meeting at 1:35 p.m., with Commissioners Pauline Anderson and Sharron Kelley present, Vice-Chair Gretchen Kafoury excused, and Commissioner Rick Bauman arriving at 2:25 p.m.

4. Briefing on Impact of Legislative Emergency Board's deferral of Action on the Youth Gang Package - Presented by Fred Neal and Duane Zussy, Hal Ogburn, Judge Linda Bergman, Howard Klink and North/Northeast Youth Gangs Task Force Chair Sharon McCormack.

FRED NEAL, DUANE ZUSSY, JUDGE LINDA BERGMAN, HAL OGBURN, SHARON McCORMACK AND HOWARD KLINK PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. REPRESENTATIVE MIKE BURTON, SENATOR SHIRLEY GOLD, REPRESENTATIVE BEVERLY STEIN AND REPRESENTATIVE MARGARET CARTER DISCUSSED ISSUES WITH BOARD AND ASKED COUNTY TO PROVIDE THEM WITH PRIORITIZED PROGRAMS AND DOLLAR

AMOUNT REQUIRED FOR INTERIM FUNDING. MR. ZUSSY AND MR. OGBURN DISCUSSED NEED FOR ADDITIONAL STAFFING OF JUVENILE DETENTION FACILITY AND PROVIDED OPTIONS FOR MEETING SAME. BOARD CONSENSUS SCHEDULING WORK SESSION ON JUVENILE JUSTICE DIVISION BUDGET REBALANCING FOR THURSDAY, JUNE 7, 1990, IMMEDIATELY FOLLOWING FORMAL BOARD MEETING.

The meeting recessed at 2:55 p.m. and reconvened at 3:00 p.m.

5. *Informal Review of Formal Agenda of May 31, 1990.*

R-2 BOARD DIRECTED THAT THEY BE PROVIDED WITH FIGURES IN CONNECTION WITH BED DAYS AND TRANSPORTATION COST SAVINGS DUE TO VIDEO ARRAIGNMENT SERVICES.

R-16 PATRICIA SHAW ADVISED THERE MAY BE TWO RESOLUTIONS FOR BOARD CONSIDERATION ON THURSDAY.

There being no further business, the meeting was adjourned at 3:40 p.m.

Thursday, May 31, 1990 - 9:30 AM
Multnomah County Courthouse, Room 602

FORMAL MEETING

Chair Gladys McCoy convened the meeting at 9:35 a.m., with Commissioners Pauline Anderson, Rick Bauman and Sharron Kelley present, and Vice-Chair Gretchen Kafoury excused.

UPON MOTION OF COMMISSIONER BAUMAN, SECONDED BY COMMISSIONER ANDERSON, CONSIDERATION OF THE FOLLOWING ITEM WAS UNANIMOUSLY APPROVED.

UNANIMOUS CONSENT ITEM

Budget Modification NOND #12 Authorizing Transfer of \$26,000 from General Fund Contingency to the Chair's Office Budget (County Supplement 6050) to be Disbursed to the Burnside Community Council for the Purpose of Funding Payroll and Related Payroll Taxes of the West Women's Hotel and Baloney Joes

COMMISSIONER BAUMAN EXPLANATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. UPON MOTION OF COMMISSIONER BAUMAN, SECONDED BY COMMISSIONER ANDERSON BUDGET MODIFICATION NOND #12 WAS UNANIMOUSLY APPROVED.

CONSENT CALENDAR

- C-1 In the Matter of Awards Presentation by Bill Lewis for Social Security Administration, to June Schumann and Laurie Olson for their work on Supplemental Security Income Outreach in the Department of Human Services, Aging Services Division

BILL LEWIS PRESENTATION AND RECOGNITION OF AWARDS TO JUNE SCHUMANN AND LAURIE OLSON. BOARD ACKNOWLEDGEMENT AND APPRECIATION.

NON-DEPARTMENTAL

Public Hearing for Justice Facilities Proposals

DUANE ZUSSY, PAUL YARBOROUGH AND LINDA ALEXANDER PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS. TOM CINCIK WRITTEN AND ORAL TESTIMONY IN OPPOSITION TO CONSTRUCTION OF A NEW JUVENILE FACILITY BEFORE ADDRESSING CERTAIN HEALTH AND EDUCATION RELATED SERVICES TO INCARCERATED YOUTH AND RESPONSE TO BOARD QUESTIONS AND COMMENTS. JUDGE STEVEN HAROLD TESTIMONY IN SUPPORT OF CONSTRUCTION OF A NEW JUVENILE FACILITY. TERI DUFFY REPORTED FUTURE PUBLIC HEARINGS ARE SCHEDULED FOR JUNE 14, JUNE 18, JUNE 26 AND JUNE 28 AT TIMES AND LOCATIONS TO BE PUBLISHED.

The meeting recessed at 10:50 a.m. and reconvened at 11:00 a.m.

DEPARTMENT OF GENERAL SERVICES

- R-1 Resolution In the Matter of the Issuance of Short-Term Promissory Notes (Tax Anticipation Notes, Series 1990) in the Amount of Not to Exceed \$9,000,000 for the Purpose of Meeting Current Expenses of the County for the 1990-1991 Fiscal Year

UPON MOTION OF COMMISSIONER BAUMAN, SECONDED BY COMMISSIONER KELLEY, RESOLUTION 90-83 WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF JUSTICE SERVICES

- R-3 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County, Women's Transition Services and the Housing Authority of Portland to provide permanent subsidized housing for participants in the Alcohol & Drug Abuse Prenatal Treatment program

UPON MOTION OF COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER KELLEY, R-3 WAS UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

- R-4 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County, Sheriff's Office, Enforcement Branch and U.S. Department of Energy, Bonneville Power Administration, to continue to the lease of Biddle Butte property microwave radio station site

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER BAUMAN, R-4 WAS UNANIMOUSLY APPROVED.

- R-5 Budget Modification MSCO #5 Requesting Authorization to transfer \$3,500 from Materials & Supplies to (6230) to Capital Equipment (8400) in River Patrol to allow for the purchase of a flat-bottom boat

COMMISSIONER KELLEY MOVED, SECONDED BY COMMISSIONER ANDERSON, APPROVAL OF R-5. SGT. CURTIS HANSON EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

- R-6 Notice of Intent for the District Attorney to apply for Anti-Drug State Formula funds for overtime and informant activities by the Regional Organized Crime and Narcotics Task Force

UPON MOTION OF COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER KELLEY, R-6 WAS UNANIMOUSLY APPROVED.

- R-7 Notice of Intent for the District Attorney to apply for a Bureau of Justice Assistance grant for Regional Organized Crime and Narcotics Task Force activities

UPON MOTION OF COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER KELLEY, R-7 WAS UNANIMOUSLY APPROVED.

- R-8 Notice of Intent for the District Attorney to apply for a Bureau of Justice Assistance grant for Financial Investigation Unit assigned to Regional Organized Crime and Narcotics Task Force

UPON MOTION OF COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER KELLEY, R-8 WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-9 Resolution In the Matter of Supporting Continued Governmental Coordination in Addressing Parks and Natural Areas

COMMISSIONER ANDERSON MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-9. CHARLES CIECKO EXPLANATION AND RESPONSE TO BOARD QUESTIONS. RESOLUTION 90-84 UNANIMOUSLY APPROVED.

DEPARTMENT OF GENERAL SERVICES

R-2 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County and the State of Oregon, Department of Corrections, for the video arraignment service provided between the Justice Center and the Oregon State Corrections Institute and Oregon State Penitentiary in Salem

STEVE TILLINGHAST EXPLANATION IN RESPONSE TO QUESTION OF COMMISSIONER ANDERSON, ADVISING THERE WERE NO COST SAVINGS RELATIVE TO TRANSPORTATION, BUT THERE ARE SPACE SAVINGS RELATIVE TO BED DAYS AS A RESULT OF THIS SERVICE. COMMISSIONER KELLEY COMMENTS IN SUPPORT OF PROGRAM. UPON MOTION OF COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER KELLEY, R-2 WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-10 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County and the City of Seattle to lease specialized equipment to complete mechanical renovation on the Broadway Bridge

UPON MOTION OF COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER KELLEY, R-10 WAS UNANIMOUSLY APPROVED.

R-11 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County and the State of Oregon, Department of Transportation, Highway Division, for the improvement of 181st to arterial standards between Sandy Blvd. and I-84 in the vicinity of the new US Bancorp data processing site

UPON MOTION OF COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER KELLEY, R-11 WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF HUMAN SERVICES

R-12 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County, Developmental Disabilities Program Office and Oregon Health Sciences University transferring a client from Cokely-Johnson Vocational Services to OHSU

**UPON MOTION OF COMMISSIONER BAUMAN,
SECONDED BY COMMISSIONER KELLEY, R-12
WAS UNANIMOUSLY APPROVED.**

- R-13 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County, Social Services Division and the City of Portland Parks and Recreation to revise original contract to include \$2,500

**UPON MOTION OF COMMISSIONER BAUMAN,
SECONDED BY COMMISSIONER KELLEY, R-13
WAS UNANIMOUSLY APPROVED.**

- R-14 Resolution In the matter of an Intergovernmental Agreement with the State of Oregon Regarding the Transfer of the Disabled and Elderly

**DUANE ZUSSY EXPLANATION. LAURIE SITTON
TESTIMONY IN SUPPORT. UPON MOTION OF
COMMISSIONER KELLEY, SECONDED BY
COMMISSIONER ANDERSON, RESOLUTION 90-85
WAS UNANIMOUSLY APPROVED.**

ORDINANCES - DEPARTMENT OF HUMAN SERVICES

- R-15 Second Reading and Possible Adoption of an Ordinance Adopting a New Emergency Medical Services Code and Repealing MCC Chapter 6.31 and Declaring an Emergency

**ORDINANCE READ BY TITLE ONLY. COPIES
AVAILABLE. COMMISSIONER BAUMAN MOVED
AND COMMISSIONER KELLEY SECONDED,
APPROVAL OF SECOND READING AND
ADOPTION. JOE ACKER RESPONSE TO BOARD
QUESTIONS AND DISCUSSION. MR. ACKER
ADVISED HE IS MEETING WITH THE PROVIDERS
REGARDING USER FEES AND WILL REPORT
BACK TO THE BOARD AFTER JULY 12.
ORDINANCE 652 UNANIMOUSLY APPROVED.**

DEPARTMENT OF GENERAL SERVICES

- R-16 Resolution in the Matter of Authorizing Issuance of Certificates of Participation

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER ANDERSON, R-16 WAS UNANIMOUSLY TABLED. PAUL YARBOROUGH RESPONSE TO BOARD QUESTIONS.

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-17 Appointment of Task Force to Develop Solicitation for Offers to Purchase Edgefield Property (Continued from May 24, 1990)

COUNTY COUNSEL JOHN DuBAY AND PAUL YARBOROUGH EXPLANATION AND RESPONSE TO BOARD QUESTIONS. FOLLOWING DISCUSSION AND UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER ANDERSON, IT WAS APPROVED THAT THE TASK FORCE MEMBERSHIP BE EXPANDED TO SEVEN, WITH COMMISSIONERS ANDERSON, BAUMAN AND KELLEY VOTING AYE, AND COMMISSIONER McCOY VOTING NO. UPON MOTION OF COMMISSIONER BAUMAN, SECONDED BY COMMISSIONER ANDERSON, THE APPOINTMENTS WERE UNANIMOUSLY CONTINUED TO THURSDAY, JUNE 7, 1990.

UPON MOTION OF COMMISSIONER BAUMAN, SECONDED BY COMMISSIONER KELLEY, CONSIDERATION OF THE FOLLOWING ITEM WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF JUSTICE SERVICES

R-18 In the Matter of Ratification of an Intergovernmental Agreement between the City of Portland and Multnomah County for the Purpose of Paying Multnomah County for Providing a Trained Crew Leader and Alternative Community Service Crews to Work in Areas Maintained by the Bureau of Parks and Recreation

GRANT NELSON EXPLANATION. UPON MOTION OF COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER KELLEY, THE AGREEMENT WAS UNANIMOUSLY APPROVED.

There being no further business, the meeting was adjourned at 11:50 a.m.

Thursday, May 31, 1990 - 1:30 PM
Multnomah County Courthouse, Room 602

EXECUTIVE SESSION

Chair Gladys McCoy convened the meeting at 1:35 p.m., with Commissioners Pauline Anderson, Rick Bauman and Sharron Kelley present, and Vice-Chair Gretchen Kafoury excused.

The Multnomah County Board of Commissioners will meet in Executive Session pursuant to ORS 192.660(2) for the purpose of discussing labor negotiations

EXECUTIVE SESSION DISCUSSION WITH KEN UPTONHELD. NO DECISIONS MADE.

There being no further business, the meeting was adjourned at 2:15 p.m.

OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON

Deborah L. Bogstad

Deborah L. Bogstad



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • CHAIR • 248-3308
PAULINE ANDERSON • DISTRICT 1 • 248-5220
GRETCHEN KAFOURY • DISTRICT 2 • 248-5219
RICK BAUMAN • DISTRICT 3 • 248-5217
SHARRON KELLEY • DISTRICT 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

May 28 - June 1, 1990

Tuesday, May 29, 1990 - 9:30 AM - Planning Items Page 2
Tuesday, May 29, 1990 - 9:45 AM - Informal Briefings . . Page 2
Tuesday, May 29, 1990 - 1:30 PM - Informal Meeting . . . Page 2
Thursday, May 31, 1990 - 9:30 AM - Formal Meeting. . . . Page 3

Thursday Meetings of the Multnomah County Board of Commissioners are recorded and can be seen at the following times:

Thursday, 10:00 PM, Channel 11 for East and West side subscribers
Friday, 6:00 PM, Channel 27 for Paragon Cable (Multnomah East) subscribers
Saturday 12:00 PM, Channel 21 for East Portland and East County subscribers

Tuesday, May 29, 1990 - 9:30 AM

Multnomah County Courthouse, Room 602

PLANNING ITEM

1. Review Final Conditions, Findings and Order in the Case of PD 1-90 (A Proposed Manufactured Home Park at S.E. 136th & Holgate) - continued from 5/22/90
-

Tuesday, May 29, 1990 - 9:45 AM

Multnomah County Courthouse, Room 602

INFORMAL BRIEFINGS

2. County Chair Gladys McCoy's 3rd Quarter Executive Management Report and special program updates from Department Managers and the County Sheriff - TIME CERTAIN 9:45 AM
 3. Briefing by DHS regarding potential impact on Multnomah County services of Portland School District's drug policy. Presented By Duane Zussy, Hal Ogburn, Norma Jaeger
-

Tuesday, May 29, 1990 - 1:30 PM

Multnomah County Courthouse, Room 602

INFORMAL

4. Informal Review of Formal Agenda of May 31, 1990

PUBLIC TESTIMONY WILL NOT BE TAKEN AT INFORMAL MEETINGS

Thursday, May 31, 1990 - 9:30 AM

Multnomah County Courthouse, Room 602

FORMAL MEETING

CONSENT CALENDAR

- C-1 In the Matter of Awards Presentation by Bill Lewis for Social Security Administration, to June Schumann and Laurie Olson for their work on Supplemental Security Income Outreach in the Department of Human Services, Aging Services Division

NON-DEPARTMENTAL

Public Hearing for Justice Facilities Proposals
TIME CERTAIN 9:45 AM TO 10:45 AM

REGULAR AGENDA

DEPARTMENT OF GENERAL SERVICES

- R-1 Resolution In the Matter of the Issuance of Short-Term Promissory Notes (Tax Anticipation Notes, Series 1990) in the Amount of Not to Exceed \$9,000,000 for the Purpose of Meeting Current Expenses of the County for the 1990-1991 Fiscal Year
- R-2 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County and the State of Oregon, Department of Corrections, for the video arraignment service provided between the Justice Center and the Oregon State Corrections Institute and Oregon State Penitentiary in Salem

DEPARTMENT OF JUSTICE SERVICES

- R-3 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County, Women's Transition Services and the Housing Authority of Portland to provide permanent subsidized housing for participants in the Alcohol & Drug Abuse Prenatal Treatment program

NON-DEPARTMENTAL

- R-4 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County, Sheriff's Office, Enforcement Branch and U.S. Department of Energy, Bonneville Power Administration, to continue to the lease of Biddle Butte property microwave radio station site
- R-5 Budget Modification MSCO #5 Requesting Authorization to transfer \$3,500 from Materials & Supplies to (6230) to Capitol Equipment (8400) in River Patrol to allow for the purchase of a flat-bottom boat

NON-DEPARTMENTAL - continued

- R-6 Notice of Intent for the District Attorney to apply for Anti-Drug State Formula funds for overtime and informant activities by the Regional Organized Crime and Narcotics Task Force
- R-7 Notice of Intent for the District Attorney to apply for a Bureau of Justice Assistance grant for Regional Organized Crime and Narcotics Task Force activities
- R-8 Notice of Intent for the District Attorney to apply for a Bureau of Justice Assistance grant for Financial Investigation Unit assigned to Regional Organized Crime and Narcotics Task Force

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-9 Resolution In the Matter of Supporting Continued Governmental Coordination in Addressing Parks and Natural Areas
- R-10 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County and the City of Seattle to lease specialized equipment to complete mechanical renovation on the Broadway Bridge
- R-11 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County and the State of Oregon, Department of Transportation, Highway Division, for the improvement of 181st to arterial standards between Sandy Blvd. and I-84 in the vicinity of the new US Bancorp data processing site

DEPARTMENT OF HUMAN SERVICES

- R-12 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County, Developmental Disabilities Program Office and Oregon Health Sciences University transferring a client from Cokely-Johnson Vocational Services to OHSU
- R-13 In the Matter of Ratification of an Intergovernmental Agreement between Multnomah County, Social Services Division and the City of Portland Parks and Recreation to revise original contract to include \$2,500
- R-14 Resolution In the matter of an Intergovernmental Agreement with the State of Oregon Regarding the Transfer of the Disabled and Elderly

ORDINANCES - DEPARTMENT OF HUMAN SERVICES

- R-15 Second Reading and Possible Adoption of an Ordinance Adopting a New Emergency Medical Services Code and Repealing MCC Chapter 6.31 and Declaring an Emergency



MULTNOMAH COUNTY OREGON

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SUPPLEMENTAL AGENDA

Tuesday, May 29, 1990 - TIME CERTAIN 1:30 PM

Multnomah County Courthouse, Room 602

INFORMAL

Briefing on Impact of Legislative Emergency Board's
deferral of Action on the Youth Gang Package - Presented
by Fred Neal and Duane Zussy

SUPPLEMENTAL AGENDA

Thursday, May 31, 1990 - 10:45 AM

Multnomah County Courthouse, Room 602

FORMAL

DEPARTMENT OF GENERAL SERVICES

R-16 Resolution in the Matter of Authorizing Issuance of
Certificates of Participation

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-17 Appointment of Taskforce to Develop Solicitation for
Offers to Purchase Edgefield Property (Continued from
May 24, 1990)

0701C/53/cap
5/24/90



MULTNOMAH COUNTY OREGON

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Tuesday, May 29, 1990 - 9:30 AM
Multnomah County Courthouse, Room 602

PLANNING ITEM

Decision of the Planning Commission of April 9, 1990:

PD 1-90

Review the decision of the Planning Commission of February 26, 1990, denying requested change in zoning designation from LR-10, low density residential district (minimum lot size of 10,000 square feet) to LR-7, low density residential district (minimum lot size of 7,000 square feet) for the northerly portion of the subject site; thereby disallowing a planned development for the entirety of the site, which would have allowed its development with a 124-unit mobile home park, all property located at 13300 SE Holgate Blvd. (Continued from May 22, 1990)

APPROVED FINAL ORDER ZC 1-90/PD 1-90 (# 90-82) IN THE MATTER OF THE REVIEW OF THE PLANNING COMMISSION DECISIONS WHICH DENIED "ASPEN MEADOWS", A MANUFACTURED HOME PLANNED DEVELOPMENT AND ZONE CHANGE

0699C/8/dr
5/30/90

1 **BEFORE THE BOARD OF COUNTY COMMISSIONERS**
2 **FOR MULTNOMAH COUNTY**

3 In the Matter of the Review of)
4 the Planning Commission Decisions)
5 which denied "Aspen Meadows",)
6 a manufactured home Planned)
 Development and Zone Change.)

FINAL ORDER 90-82
ZC 1-90/PD 1-90

7 This matter came before the Board of Commissioners (Board) for a hearing on
8 May 1, May 8 and May 22, 1990. The Board hereby reverses the decisions of the
9 Planning Commission regarding this application based on the findings and con-
10 clusions contained herein.

11 The Planning Commission (Commission) held a public hearing on the ZC and
12 PD request on February 26, 1990. After receiving testimony, the Commission
13 denied the ZC in a 6-1 split vote. The Commission adopted Findings supporting
14 the denial decision at that same meeting. The applicant appealed that decision
15 to the Board which heard the matter on May 1, 1990. After considering evi-
16 dence, staff recommendations, arguments from the applicant, and other testimo-
17 ny, the Board directed the Planning Staff to draft findings, conditions and con-
18 clusions to support an approval of the proposals. That material was presented to
19 the Board on May 8, 1990. As a result of testimony from opponents at that hear-
20 ing the Board directed Planning Staff to seek a consensus between the applicant
21 and opponents. Negotiating sessions were held on May 8 and May 14 and a con-
22 sensus regarding additional conditions was reached at the latter meeting. On
23 May 29, 1990 the Board adopted findings, conditions and conclusions which
24 reversed the Planning Commission's decisions and approved the ZC and PD
25 requests.

1 *dards; to encourage the application of new techniques and new*
2 *technology to community development which will result in supe-*
3 *rior living or development arrangements; to use land efficiently*
4 *and thereby reduce the costs of housing, maintenance, street sys-*
5 *tems and utility networks; to promote energy conservation and*
6 *crime prevention; to relate developments to the natural environ-*
7 *ment and to inhabitants, employers, employees, customers, and*
8 *other users in harmonious ways.*

9 (d) That the system of ownership and the means of developing, pre-
10 serving and maintaining open space is suitable to the purposes of
11 the proposal.

12 (e) The following environmental standards:

13 (1) The Development Plan and Program shall indicate how the pro-
14 posal will be compatible with the natural environment.

15 (2) The elements of the Development Plan and Program shall pro-
16 mote the conservation of energy, and may include such factors
17 as the location and extent of site improvements, the orientation
18 of buildings and usable open spaces with regard to solar expo-
19 sure and climatic conditions, the types of buildings and the
20 selection of building materials in regard to the efficient use of
21 energy and the degree of site modification required in the pro-
22 posal.

23 (3) The Development Plan and Program shall be designed to pro-
24 vide freedom from hazards and to offer appropriate opportuni-
25 ties for residential privacy and for transition from public to pri-
26 vate spaces.

1 (4) The location and number of points of access to the site, the inte-
2 rior circulation patterns, the separations between pedestrians
3 and moving and parked vehicles, and the arrangement of park-
4 ing areas in relation to buildings, structures and uses shall be
5 designed to maximize safety and convenience and be compatible
6 with neighboring road systems, buildings, structures and uses.

7 (f) That the proposed development can be substantially completed
8 within four years of the approval or according to development
9 stages proposed as follows:

10 (1) The applicant may elect to develop the site in successive stages
11 in a manner indicated in the Development Plan and Program.
12 Each such stage shall satisfy the requirements of this Chapter.

13 (2) In acting to approve the Preliminary Development Plan and
14 Program, the Planning Commission may require that develop-
15 ment be completed in specific stages if public facilities are not
16 otherwise adequate to service the entire development.

17 (g) The following Development Standards:

18 (1) A Planned Development District shall be established only on a
19 parcel of land found by the Planning Commission to be suitable
20 for the proposed development and of sufficient size to be
21 planned and developed in a manner consistent with the purpos-
22 es stated in MCC .6200.

23 (2) Open space in a Planned Development District means the land
24 area used for scenic, landscaping or open recreational purposes
25 within the development.

26 (a) Open space shall not include street rights-of-way, driveways

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- or open parking areas.
 - (b) Locations, shapes and sizes of open space shall be consistent with the proposed uses and purposes of the Planned Development.
 - (c) Open spaces shall be suitably improved for intended use. Open spaces containing natural features worthy of preservation may be left unimproved or may be improved to assure protection of the features.
 - (d) The development schedule shall provide for coordination of the improvement of open spaces with the construction of other site improvements proposed in the Development Plan and Program.
 - (e) Assurance of the permanence of open spaces may be required in the form of deeds, covenants or the dedication of development rights to Multnomah County or other approved entity.
 - (f) The Planning Commission may require that instruments of conveyance provide that in the event an open space is permitted to deteriorate or is not maintained in a condition consistent with the approved plan and program, the County may at its option cause such maintenance to be done and assess the costs to the affected property owners. Any instruments guaranteeing the maintenance of open spaces shall be reviewed as to form by the County Counsel.
- (3) In order to preserve the integrity of the Comprehensive Plan and relate to a residential Planned Development to it, the number of dwelling units permitted shall be determined as follows:

1 (a) Divide the total site area by the minimum lot area per
2 dwelling unit required by the underlying district or districts
3 in which the Planned Development is located.

4 (b) Optional Density Standards. The following standards for the
5 calculation of residential density may be used singularly or
6 in combination, when approved by the Planning Commis-
7 sion:

8 (i) The permitted number of dwelling units determined
9 under subsection (A) above may be increased up to 25
10 percent upon a finding by the Planning Commission that
11 such increased density will contribute to:

- 12 • Satisfaction of the need for additional urban area
13 housing of the type proposed;
- 14 • The location of housing which is convenient to com-
15 mercial, employment and community services and
16 opportunities;
- 17 • The creation of a land use pattern which is comple-
18 mentary to the community and its identity, and to the
19 community design process;
- 20 • The conservation of energy;
- 21 • The efficient use of transportation facilities; and
- 22 • The effective use of land and of available utilities and
23 facilities.

24 (ii) The permitted number of dwelling units may be increased
25 over those computed above upon a finding by the Plan-
26 ning Commission that:

- The total number of persons occupying the site will not exceed the total otherwise permitted or authorized in the district, based upon the difference between the average family size occupying permitted units in the vicinity and the family size limited by the proposed number of bedrooms, the proposed number of kitchens, the age composition of prospective residents, or other similar occupancy limitations; and
- The criteria of (i) above are satisfied.

(h) The purposes of the Planned Development subdistrict; and

(i) That modifications or conditions of approval are necessary to satisfy the purposes of the Planned Development subdistrict.

II. FINDINGS OF FACT

This property is located at the southwest corner of the intersection of SE 136th Avenue and SE Holgate Street. The site is undeveloped and the majority has been in the ownership of David Douglas School District since 1965. The site slopes downward from south to north, with the northerly portion being a portion of an area which experiences occasional flooding and is known as Holgate Lake. That area, however, has undergone extensive filling and the area which would be subject to flooding is greatly reduced, if not eliminated. Properties on all sides of the site are developed for residential purposes.

The applicant plans to develop the property with a 124-unit mobile home park at a density of approximately one unit per 8,860 square feet. While individual lot sizes will be less than that allowed by the present LR-10 and LR-7,

1 the resulting site density is not significantly different than what would be real-
2 ized by a subdivision development of the entire site under the provisions of the
3 existing zoning. The difference results from the proposed provision of open
4 space, common areas and a water feature.

5 The proposed development includes the completion of the public street sys-
6 tem for the surrounding area. Engineering Services is requiring that SE 133rd
7 Avenue and SE Raymond Street be *cul-de saced*, but be connected with the inte-
8 rior streets of the development for emergency access purposes. SE Long Street
9 will be *cul-de saced* at the westerly boundary of the project. The main access to
10 the development will be from SE Holgate Blvd. and 136th Avenue.

11 Interior development is proposed to be comparable to that of the Meadowland
12 mobile home development at 160th and SE Powell Blvd. The perimeter will be
13 fenced from adjoining properties, areas around individual sites will be land-
14 scaped, a common storage area will be provided, and an office/clubhouse is pro-
15 posed. Each site will be provided a garage or carport area and all units must be
16 of a minimum size of 950 square feet.

17 18 III. EVALUATION OF THE APPLICATION 19

20 After hearing testimony, arguments and weighing the evidence, the Board
21 finds the proposal satisfies the approval criteria and review standards as set
22 forth below.

23 A. *Public Interest:* It is in the public interest to provide communities with
24 a range of affordable housing types. The LR-7 zoning district recog-
25 nizes this fact by allowing mobile home parks as a Conditional Use.

26 B. *Public Need:* There is a public need for providing additional areas

1 within the County where manufactured homes may be located. As the
2 cost of site built homes increases to an average of nearly \$65 per
3 square foot, fewer residents are able to afford them. Manufactured
4 units, then, which average around \$25 per square foot become an
5 attractive option, and one which more of the population is turning as
6 witnessed by the low vacancy rates in existing developments.

7 C. *Compliance with Applicable Comprehensive Plan Policies:* This pro-
8 posal satisfies the following policies of the Comprehensive Framework
9 and Powellhurst Community plans:

10 (a) No. 13—Air, Water and Noise Quality: No adverse impacts with
11 respect to air, water and noise quality have been identified which
12 would result from this development.

13 (b) No. 14—Development Limitations: The northern portion of this
14 site is within a designated flood hazard area. However, a large por-
15 tion of that area has been filled with earthen material over the
16 years. The flood elevation of this area is identified by FEMA as
17 being 210 feet above MSL. A 1963 topographic map indicates that
18 the lowest elevation of the site was 190.1 feet. Staff inspection of
19 the property concluded that it is possible that the depth of fill
20 material for a significant portion of the flood hazard area may have
21 raised the ground elevation above the 210 foot elevation.

22 The Board heard testimony from surrounding property owners
23 regarding their concern that the fill necessary to raise portions of
24 this site above the 100 year floodplain would increase the flooding
25 potential on their properties. The applicant provided an analysis
26 from Ogden Beeman & Associates indicating that the fill would not

1 have a significant impact with respect to flooding potential on sur-
2 rounding properties. Planning Staff received and the Board heard
3 conflicting information from the Department of Land Conservation
4 and Development, the Army Corps of Engineers and the Federal
5 Emergency Management Agency. The Board does not find any of
6 this information convincing; therefore, conditions approval of this
7 proposal that certification be obtained from a registered profession-
8 al, licensed to practice in Oregon, that the fill required by this pro-
9 ject will not increase the flooding potential on surrounding proper-
10 ties [see IV(2)].

11 (c) No. 16—Natural Resources: With the exception of the flood hazard
12 area identified in (b) above, there are no natural resources that
13 have been identified which would be impacted as a result of the
14 proposed zone change and planned development.

15 (d) No. 21—Housing Choice: This proposal provides for the location of
16 housing units at a cost well below that of site built residences.

17 (e) No. 22—Energy Conservation: This proposal would allow the opti-
18 mum use of solar access for its residents. North-south street and
19 east-west site layout results maximum solar potential for the units.

20 (f) No. 24—Housing Location: This proposal allows the infill of vacant
21 urban land with a housing type that is currently in great demand.

22 (g) No. 25—Mobile Homes: Development of this property with a
23 mobile home complex under the provisions of the Planned Develop-
24 ment subdistrict satisfies this policy.

25 (h) No. 36—Transportation System Development Requirements: Engi-
26 neering Services is requiring the following improvements:

- 1 • Dedicate and improve *cul-de-sacs* at east end of SE Long Street,
2 SE Raymond Street, and the north end of SE 133rd Avenue.
3 The *cul-de-sacs* on SE Raymond Street and SE 133rd Avenue
4 shall connect to the internal street system of the project, but be
5 designed to prevent through vehicular traffic while allowing
6 emergency access.
- 7 • Relocate proposed main entrance west as far as practical to
8 maximize sight distance on SE Holgate Blvd.
- 9 • Create new access point approximately 200 ft. south of SE Hol-
10 gate Blvd. on SE 136th Avenue.
- 11 • Dedications and improvements to county standards (60 ft. of
12 right-of-way with a 44 ft. pavement section, curb and sidewalks
13 for SE 136th Avenue, and 80 ft. right-of-way with a 66 ft. pave-
14 ment section for SE Holgate Blvd.), will be required.
- 15 • If the internal street connects to SE 133rd Avenue, it must be
16 improved to its intersection with SE Raymond Street
- 17 • The improvements of the private streets are not subject to our
18 standards for public streets.

19 (i) No. 37—Utilities: Water is provided by Gilbert Water District who
20 indicates they are capable of serving the project with water at 50
21 pounds pressure. Sewage disposal will be via public sewer which is
22 available at SE 136th and Holgate. Drainage is handled on-site by
23 means of dry wells. All necessary power and communication facili-
24 ties are available along both street frontages.

25 (j) No. 38—Facilities: David Douglas School District has been
26 informed of this request and has made no response. Fire protection

1 is provided by Fire District No. 10 and police protection by the
2 Multnomah County Sheriff.

3 D. Additional Planned Development Considerations: A number of the
4 Planned Development approval criteria are discussed in (C) above and
5 a number of others are not applicable to this proposal since they
6 involve the processing of special requests which are not being made by
7 this applicant (*e.g.*, land division, density increase, *etc.*). Those that
8 remain are satisfied as follows:

9 (a) *System of Ownership* — It is proposed that this project remain
10 under single ownership. That has been found to be the best
11 method of insuring that open space is adequately preserved and
12 maintained.

13 (b) *Size* — This parcel is of sufficient size (25.22 acres) to be suitable to
14 accommodate the development as proposed. It allows a system of
15 mainly private streets, sizable areas of open space, and energy effi-
16 cient dwelling location.

17 (c) *Development and Placement of Open Space* — This is an item that
18 is best controlled through the Design Review Process. The
19 approval is conditioned to insure that these items will be provided.

20 (d) *Density* — The proposed density is less than that which could be
21 achieved through a subdivision of the land, a far less than that pos-
22 sible through the planned development process.

23 (e) *Satisfaction of Planned Development Purpose* — This proposal is an
24 efficient use of undeveloped urban land. It employs development
25 techniques different than that of a conventional subdivision by cre-
26 ating a circulation pattern that is mainly in private ownership;

1 matter shall be returned to the Board of County Commissioners for fur-
2 ther consideration.

3 (3) All existing and any new fill associated with roadways, building founda-
4 tions and any other areas requiring compacted fill shall be tested and
5 meet soil compaction and quality standards as determined by a registered
6 soils engineer and as approved by the Building Official.

7 (4) An on-site storm water drainage system shall be developed with sufficient
8 capacity to detain storm water in dry-wells or retention ponds so no net
9 increase in off-site discharge of storm water flow results from develop-
10 ment of the site. An engineering certification shall be included as part of
11 Design Review which assures satisfaction of this condition.

12 (5) Areas of existing fill and any new areas of fill that may be required by the
13 development plan shall be constructed in accordance with a transition
14 grading plan to the adjacent lower properties and based on the following
15 formula:

16 (a) In areas where fill will result in a final finished grade that is 10
17 feet or less higher in elevation than the adjacent property elevation
18 at the property boundary, the development plan shall show a tran-
19 sition slope of no steeper than 3 feet horizontal to 1 foot vertical.

20 (b) In areas where fill will result in a final finished grade that is high-
21 er than 10 feet from the adjacent property elevation at the property
22 boundary, the final development plan shall show a transition slope
23 of not steeper than 5 feet horizontal to 1 foot vertical.

24 (6) All fill slopes facing adjacent property boundaries shall be landscaped
25 with plant materials that are characteristic of vegetation within the
26 immediate area. This landscaping shall include plantings of trees and

1 shrubs that will break up the uniform slope of the fill.
2 (7) Conditions 1, 2, 3, 4 and 5 shall be implemented under the Design Review
3 procedures specified in MCC 11.15.7805-.7870. Any reconfigurations of
4 the site plan made necessary by the conditions above shall not allow the
5 site to be developed with more than 117 single family houses.

6
7
8

V. CONCLUSIONS AND DECISION

9 Based on the above findings and evaluation, the Board of Commissioners con-
10 cludes that the proposed ZC and PD comply with the applicable standards of the
11 Multnomah County Code. Therefore, the Board of Commissioners hereby
12 reverses the Planning Commission decisions in this matter and approves the
13 Zone Change and Planned Development requested in ZC 1-90/ PD 1-90.

14

DATED this 29th day of May, 1990

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Gladys McCoy
Gladys McCoy, Multnomah County Chair

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22
23

REVIEWED AS TO FORM:
LAURENCE KRESSEL, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

24
25
26

By: *John DuBay*
John DuBay, Chief Deputy County Counsel

Meeting Date: MAY 29 1990

Agenda No.: Inf 2

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM
(For Non-Budgetary Items)

Time Certain
9:30am

SUBJECT: 3rd Quarter Executive Management Report

BCC Informal 5/29/90 BCC Formal _____
(date) (date)

DEPARTMENT Nondepartmental DIVISION County Chair's Office

CONTACT Merlin Reynolds TELEPHONE 248-3308

PERSON(S) MAKING PRESENTATION County Chair Gladys McCoy, Dept. Managers

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: 90 minutes

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN: _____

BRIEF SUMMARY (include statement of rationale for action requested, as well as personnel and fiscal/budgetary impacts, if applicable):

County Chair McCoy's 3rd Quarter Executive Management Report and special program updates from Department Managers and the County Sheriff.

CLERK OF COUNTY
OREGON
MAY 29 1990
10 4 01

(If space is inadequate, please use other side)

SIGNATURES:

ELECTED OFFICIAL Gladys McCoy
Or

DEPARTMENT MANAGER _____

(All accompanying documents must have required signatures)



GLADYS McCOY, Multnomah County Chair

Room 134, County Courthouse
1021 S.W. Fourth Avenue
Portland, Oregon 97204
(503) 248-3308

Quarterly Executive Management Report
Gladys McCoy,
Multnomah County Chair
January 1, 1990 through March 31, 1990

Executive Summary

Introduction

The Quarterly Executive Management Report to the Board of County Commissioners is meant to provide overall management information that the Board should know on a regular basis.

This is the 3rd quarter Executive Management Report and my second report to the Board. As with the first report, this gives you a snapshot of the County in the 3rd quarter of fiscal year 1989-90 concerning Budget and Finance, Personnel, Risk Management and Affirmative Action.

In general, I am pleased with what the information tells about the County. The real value of this information will be what it shows us over time, and the trends that may be taking place internally. This information should be helpful in future strategic planning.

BUDGET & FINANCE

The General Fund Budget in fiscal year 1989-90 is \$135.5 million. The County has appropriated \$92.89 million through March 31, 1990, 68% of the general fund budget.

At the end of the third quarter, most County programs have expended between 65% to 75% of their general fund budgets.

The two exceptions are the Department of Human Services (62.2%) and County non-departmental Programs (77.6%) (elected officials are not included in these calculations). This budget is slightly higher because of the timing of pass through expenditures for the Business Income Tax, Convention Center Fund, the County School Fund and the Greater Portland Convention and Visitor's Association.

The Department of Human Services is under the norm (62.2%) because of the lag time in the cash transfer of matching funds from the Administration budget to the Federal/State fund. With the adjustment for this expenditure (\$21.3 million) the amount falls in line with the average (69.4%).

The financial status of the County in the third quarter continues to be very good: the County had \$724,000 in contingency; \$21.7 million with fiscal agencies for County deferred compensation and certificates of participation; \$69 million in invested funds yielding 8.56% interest, and outstanding loans of \$34.2 million at an average rate of interest of 6%.

PERSONNEL

At the end of the third quarter of fiscal year 89-90, there were 2,565 county employees: 240 managers, 505 clerical, 538 professional, 129 technical and 1,153 in the other classification (other includes Deputy sheriffs, corrections officers, para-professionals and service maintenance workers).

There were 93 vacant positions in the County at the end of the 3rd quarter. This is down significantly from the 149 vacancies at the end of the 2nd quarter. Most of the vacancies were in the clerical and professional job classifications.

In the same time frame, there were 85 new hires throughout the County. Most of the new hires were in the clerical (21), professional (22) and other (33) job classifications.

I continue to be pleased with the Affirmative Action record of the County. 12.6% of the County workforce are minority employees with 11.1% of the County general population being minority. This is a good record, but when one sees the breakdown by job category, it is clear that the County needs to be more aggressive in our minority recruitment of managers (7.3%), professionals (9.9%) and technical people (9.1%)

Once the 1990 census data is complete, the County's overall Affirmative Action goals will have to be adjusted accordingly.

RISK MANAGEMENT

In the third quarter there were 73 total claims filed against the County: 54 of those were workers compensation claims, 19 liability claims and no property claims.

At first glance, the claims appear to have been cut in half, but that is not the case. The first report was on two quarters. This report is on only one quarter, so the number of claims is approximately the same.

I continue to find these numbers unacceptable and urge all County employees to work together to make our workplaces safer.

FUTURE EXECUTIVE MANAGEMENT REPORTS

The next quarter Executive Report in July will be an end of the year report. That report will offer statistical comparisons between the quarters in the areas of Budget & Finance, Personnel, Affirmative Action and Risk Management.

I continue to be interested in the Board's feedback on whether or not the information provided in this report serves your information needs. Please take some time to complete the attached questionnaire and return to my office so that we can better meet your information needs in future reports.

EXECUTIVE REVIEW
for the
Multnomah County Board of Commissioners
May 29, 1990

for the third quarter of FY1989-90,
ending March 31, 1990

Budget (General Fund)

Total County

FY1989-90 General Fund Budget is \$135.5 million
Currently appropriated (w/Bud Mods) \$136.4 million
Revenues expected to meet budgeted amount
Expenses through March are \$92.89M, 68% of budget

Department of Environmental Services

FY1989-90 General Fund Budget is \$16.6 million
Currently appropriated (w/Bud Mods) \$16.7 million
Expenses through March are \$11.0M, 65.9% of budget

Department of General Services

FY1989-90 General Fund Budget is \$12.4 million
Currently appropriated (w/Bud Mods) \$12.6 million
Expenses through March are \$8.4M, 67.2% of budget

Department of Human Services

FY1989-90 General Fund Budget is \$30.0 million
Currently appropriated (w/Bud Mods) \$31.2 million
Expenses through March are \$19.4M, 62.2% of budget

Department of Justice Services

FY1989-90 General Fund Budget is \$3.6 million
Currently appropriated (w/Bud Mods) \$3.5 million
Expenses through March are \$2.3M, 66% of budget

Sheriff

FY1989-90 General Fund Budget is \$36.3 million
Currently appropriated (w/Bud Mods) \$37.1 million
Expenses through March are \$27.2M, 73% of budget

District Attorney

FY1989-90 General Fund Budget is \$7.2 million
Currently appropriated (w/Bud Mods) \$7.4 million
Expenses through March are \$4.9M, 66% of budget

Auditor

FY1989-90 General Fund Budget is \$0.381 million
Currently appropriated (w/Bud Mods) is the same
Expenses through March are \$0.25M, 66% of budget

Board of County Commissioners (includes OJP)
FY1989-90 General Fund Budget is \$1.041 million
Currently appropriated (w/Bud Mods) \$1.229 million
Expenses through March are \$0.686M, 56% of budget

Chair
FY1989-90 General Fund Budget is \$0.794 million
Currently appropriated (w/Bud Mods) is \$0.791 million
Expenses through March are \$0.54M, 68% of budget

Other Non-Departmental
FY1989-90 General Fund Budget is \$23.2 million
Currently appropriated (w/Bud Mods) is the same
Expenses through March are \$18.0M, 77.6% of budget

Financial Status (all funds)

Cash on hand is \$0.724 million
Cash with fiscal agencies is \$21.7 million
Invested funds are \$69 million, yielding 8.56%
Outstanding borrowed is \$34.2 million, at an average rate of 6%

Personnel (all funds)

Total budgeted positions, all funds
Total positions are 2565
Managers = 240
Clerical = 505
Professional = 538
Technical = 129
Other = 1153

Current unfilled positions are 93
Managers = 8
Clerical = 27
Professional = 34
Technical = 8
Other = 16

New hires last quarter were 85
Managers = 5
Clerical = 21
Professional = 22
Technical = 4
Other = 33

Eligible lists certified in:
1 week or less = 30, 34% of total
1 to 4 weeks = 25, 28%
4 to 8 weeks = 30, 34%
More than 8 weeks = 3, 3%

Average vacancy rate was 4.9%

Department of Environmental Services
Budgeted positions are 359
New hires last quarter were 4
Average vacancy rate was 3.7%

Department of General Services
Budgeted positions are 297
New hires last quarter were 6
Average vacancy rate was 3.8%

Department of Human Services
Budgeted positions are 908
New hires last quarter were 65
Average vacancy rate was 5.4%

Department of Justice Services
Budgeted positions are 114
New hires last quarter were 4
Average vacancy rate was 7.5%

Sheriff
Budgeted positions are 658
New hires last quarter were 21
Average vacancy rate was 2.0%

District Attorney
Budgeted positions are 187
New hires last quarter were 3
Average vacancy rate was 8.3%

Non-Departmental
Budgeted positions are 65
New hires last quarter were 0
Average vacancy rate was 0.0

Auditor
Budgeted positions are 7
New hires last quarter were 0
Average vacancy rate was 0.0%

Board of County Commissioners (Includes OJP)
Budgeted positions are 19
New hires last quarter were 1
Average vacancy rate was 2.6%

Chair
Budgeted positions are 28
New hires last quarter were 1
Average vacancy rate was 13.1%

Affirmative Action

Total minority employees are currently 12.6% of the workforce covered by EEO law

Managers are 7.3% minority

Clerical are 14.4%

Professional are 9.9%

Technical are 9.1%

Multnomah County general population percentage is 11.1%.

Risk Management

Total County

Total claims filed in quarter were 73

Worker's comp, 54

Liability, 19

Property, 0

Claims filed in quarter, by department:
(Liability & Worker's Comp.)

Environmental Services, 29

Total expenditures & reserves = \$19,063

General Services, 3

Total expenditures & reserves = \$535

Human Services, 2

Total expenditures & reserves = \$400

Justice Services, 13

Total expenditures & reserves = \$26,484

Sheriff, 26

Total expenditures & reserves = \$41,963

District Attorney, none

Total expenditures & reserves = none

Liability claims by type

General Liability-Bodily injury were 5

Total expenditures & reserves = \$14,500

General Liability-Property Damage were 9

Total expenditures & reserves = \$3,363

Auto Liability-Bodily injury were none

Total expenditures & reserves = none

Auto Liability-Property Damage were 2
Total expenditures & reserves = \$67
Personal Injury were 3
Total expenditures & reserves = \$12,500



GLADYS McCOY, Multnomah County Chair

Room 134, County Courthouse
1021 S.W. Fourth Avenue
Portland, Oregon 97204
(503) 248-3308

M E M O R A N D U M

TO: Pauline Anderson Gretchen Kafoury
Commissioner Dist. 1 Commissioner Dist. 2

Rick Bauman Sharron Kelley
Commissioner Dist. 3 Commissioner Dist. 4

FROM: Gladys McCoy
Multnomah County Chair

DATE: May 24, 1990

RE: Evaluation of Quarterly Executive Management Report

I would like your input to make the quarterly management reports in the future as meaningful for you as possible. So please, take some time and answer the following questions.

1. Did the summary Budget information provide you with enough detail?

yes _____ no _____

If no, what budget information would better meet your needs.

2. Did the summary Personnel information provide you with enough information?

yes _____ no _____

If no, please explain what information would be more helpful.

3. Was the Risk Management information an appropriate level of detail for your needs?

yes _____ no _____

If no, please explain what information you would like to see concerning Risk Management.

4. Is there more detailed information you need concerning Affirmative Action?

yes _____ no _____

5. Did the program reports by elected officials and Department Directors provide you the information you need?

yes _____ no _____

If no, please explain what would better serve your needs.

6. How would you rate the information provided to you based on a scale of very helpful to not helpful. Please place an "X" on the scale that best describes your feelings about the information.

not helpful moderately helpful very helpful
o _____ o _____ o _____ o

7. What other management data would you like to see in future reports?

8. What program reports would you like to have from the Departments and other elected officials in the third quarter?

9. Was the amount of time adequate?

yes _____ no _____

10. Please place an "X" on the scale that best describes your feelings about the information provided in each of the program reports:

Glendover Golf Course improvements

not helpful moderately helpful very helpful
o _____ o _____ o _____ o

Recycling internally

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Corrections overtime

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

SOTARS

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

DGS New Systems Development

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

LGFS

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Teen Clinics

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Infant addiction and women in corrections program

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Women's Transition

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Probation Services

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Auditor's Audit Calendar

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Dollar Savings from audits

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Juvenile and Gang prosecution

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Sentencing Guidelines Impact

not helpful moderately helpful very helpful
○ _____ ○ _____ ○ _____ ○

Please return the questionnaire to my office as soon as possible. If there are other suggestions you have to make the report more useful please just write them on this page.

QUARTERLY EXECUTIVE MANAGEMENT REVIEW
REPORTING TOPICS

May 29, 1990

- ① County Chair
* Executive Management Summary *Charles*
- ③ Chair's Office
* Columbia Gorge Update *Staron Timko*
- ④ DGS
* A & T High Performance Work Planning *Linda Alexander*
* Strategic Planning
- ⑤ DHS
* Homeless Program *Quane Zussy*
* A & D Plan *Bill Thomas*
- ⑥ DES
* Local Film Coordination *Paul Karborouch*
* CDBG Program Transition
- ② Sheriff
* MAC Safe (at school/presentation)
* Safety Action Team Program (Columbia Villa)
Cary Walker
- ⑦ DJS
* Intensive Supervision Program for High Risk Drug Offenders
* Drug Monitoring & Testing Program
Grant Nelson
Cary Hartaway



Multnomah County Sheriff's Office

ROBERT G. SKIPPER
SHERIFF

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

(503) 255-3600

MEMORANDUM

TO: RANDY AMUNDSON, Chief Deputy
Law Enforcement Branch

FROM: LIEUTENANT ROD ENGLERT 
Safety Action Team Commander

DATE: May 16, 1990

SUBJECT: STATEMENTS FOR SHERIFF REGARDING COLUMBIA VILLA

On April 6, 1989, the Sheriff's Office contracted with the Housing Authority of Portland to provide police services to a gang and crack infested area which was Columbia Villa and Tamarack Apartments in North Portland. We did something novel and non-traditional in law enforcement that has gained nationwide attention and interest. Sheriff's deputies began working with other County providers and outside social service agencies in order to restore peace and safety for the poverty stricken people residing in Columbia Villa/Tamarack.

The methods used to restore order and empower the citizens who lived in constant fear was to make one-on-one contacts with each tenant. The deputies used foot patrol techniques and bicycles to get closer to the people. The tenant's needs were addressed during these periods of communication and any problems that surfaced would be immediately referred to the proper social service provider for attention. The deputies began introducing another life to children in the Villa by taking them on field trips, athletic events, fishing trips, and many other cultural activities. Any problems identified through this type of interaction, again, was passed on to the service providers for prompt attention.

The methods utilized also created a climate of trust and respect between citizens, surrounding neighborhoods, and other communities in the Portland metropolitan area wanting to donate time and services.

As a result gang and drug activity has been greatly reduced. Violence and crime in Columbia Villa has, without a doubt, been controlled and citizens walk about without fear now. Over 100 persons have been employed as a result of the deputies working with the people, and many of those accepting employment were previously arrested by the deputies. The deputies have made investments in the lives of people in the Villa through their relationship building while at the same time providing police services. A program of this type builds confidence and self esteem and the people become a part of controlling crime to building a safer community.

A sixteen year old ex-gang member from the "Crips" who was placed with Job Corp made a powerful statement to an Oregonian reporter recently and it sums up our aim, "They made a pretty big difference, I think on my own now!"

RE/ej1/577-ALAW



Multnomah County Sheriff's Office

ROBERT G. SKIPPER
SHERIFF

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

(503) 255-3600

MEMORANDUM

TO: RANDY AMUNDSON, Chief Deputy
Law Enforcement Branch

FROM: LIEUTENANT ROD ENGLERT 
Safety Action Team Commander

DATE: May 16, 1990

SUBJECT: STATEMENTS FOR SHERIFF REGARDING COLUMBIA VILLA

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RE/ej1/577-ALAW



Multnomah County Sheriff's Office

ROBERT G. SKIPPER
SHERIFF

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

(503) 255-3600

MEMORANDUM

TO: RANDY AMUNDSON, Chief Deputy
Law Enforcement Branch

FROM: LIEUTENANT ROD ENGLERT 
Safety Action Team Commander

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Since March, 1990 Dep. McSafe has talked to over 2,400 elementary school children, about Drug Abuse Prevention. McSafe was present at the Criminal Justice Career Day at Western Oregon State's College. It is scheduled for the County Fair and a Rose Festival function.

Detectives will use McSafe as an "assistant" for the investigation of child abuse cases. It was also be available for special guest appearances depending on time. In the 1990-91 school year Dep. McSafe will offer programs dealing with Drug Abuse Prevention, Safety, Sexual & Physical Abuse Prevention.

Quarterly Executive Management Review 1990-1
Original: [unclear]

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Administrative Executive Services, at Boston, 1988
Organization

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Quarterly Executive Management Review Report
1/1/1990

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GLADYS McCOY, Multnomah County Chair

Room 134, County Courthouse
1021 S.W. Fourth Avenue
Portland, Oregon 97204
(503) 248-3308

May 29, 1990

UPDATE ON THE COLUMBIA RIVER GORGE COMMISSION

With the creation of the Gorge Coordinator position, the County is once again taking an active role presenting its concerns and comments to the Gorge Commission on specific policy issues. Following review and comment by the Planning staff and the Board of County Commissioners, we have prepared and presented the County's comments on specific policy issues to the Gorge Commissioners and the Gorge staff. To date, the Gorge Commission has adopted policy regarding the following areas: residential development, commercial development, structural development and scenic resource protection, wildlife habitat, cultural resources, recreation, forest land, and agricultural lands. Landscape settings, and wetland issues will be addressed in the near future.

Each month the Gorge Commission schedules two days to discuss the agenda topics. Prior to each Gorge Commission meeting a "key contact" meeting is held in each county to generate public input. The County has been represented at all the Gorge Commission and Multnomah County's "key contact" meetings.

In keeping with the Gorge legislation, the Gorge Commission appears to have taken an overall middle-of-the-road position on most issues. At this point, it does not appear that any decisions made will adversely effect Multnomah County. The target date for the completion of the management plan is the end of December.

The second area to report on is the progress of the State's plan for economic development projects. The writing of this plan continues to be an uphill battle with the State. In a nutshell, the state was originally going to take the lead in the development of this plan. They have backed down from their originally commitment, leaving the counties with the responsibility. Multnomah, Wasco, and Hood River counties have come up with a draft outline, but the state feels it is not in agreement with their original intentions for the plan. I will continue to work with the State and the other counties so we can move forward on this plan for economic development projects.



May 8, 1990

RECEIVED
MAY 11 1990

MEMORANDUM

DEPARTMENT OF GENERAL SERVICES
DIRECTORS OFFICE
MULTNOMAH COUNTY, OREGON

TO: Linda Alexander
FROM: Janice Druian
SUBJECT: Projects (3rd Quarter, 1990)

Linda, as we discussed, we have two significant organizational projects to report this quarter.

The first is that all of my managers and employees now have performance plans. I am enclosing a diagram that shows how these "RIO" documents fit in with our overall planning process, plus a copy of my performance plan and a sample copy of an appraisers.

I have also completed the design of a high performance team training manual. As we discussed, we are setting up inter-section teams for the clerical staff. There are several reasons why we are doing this:

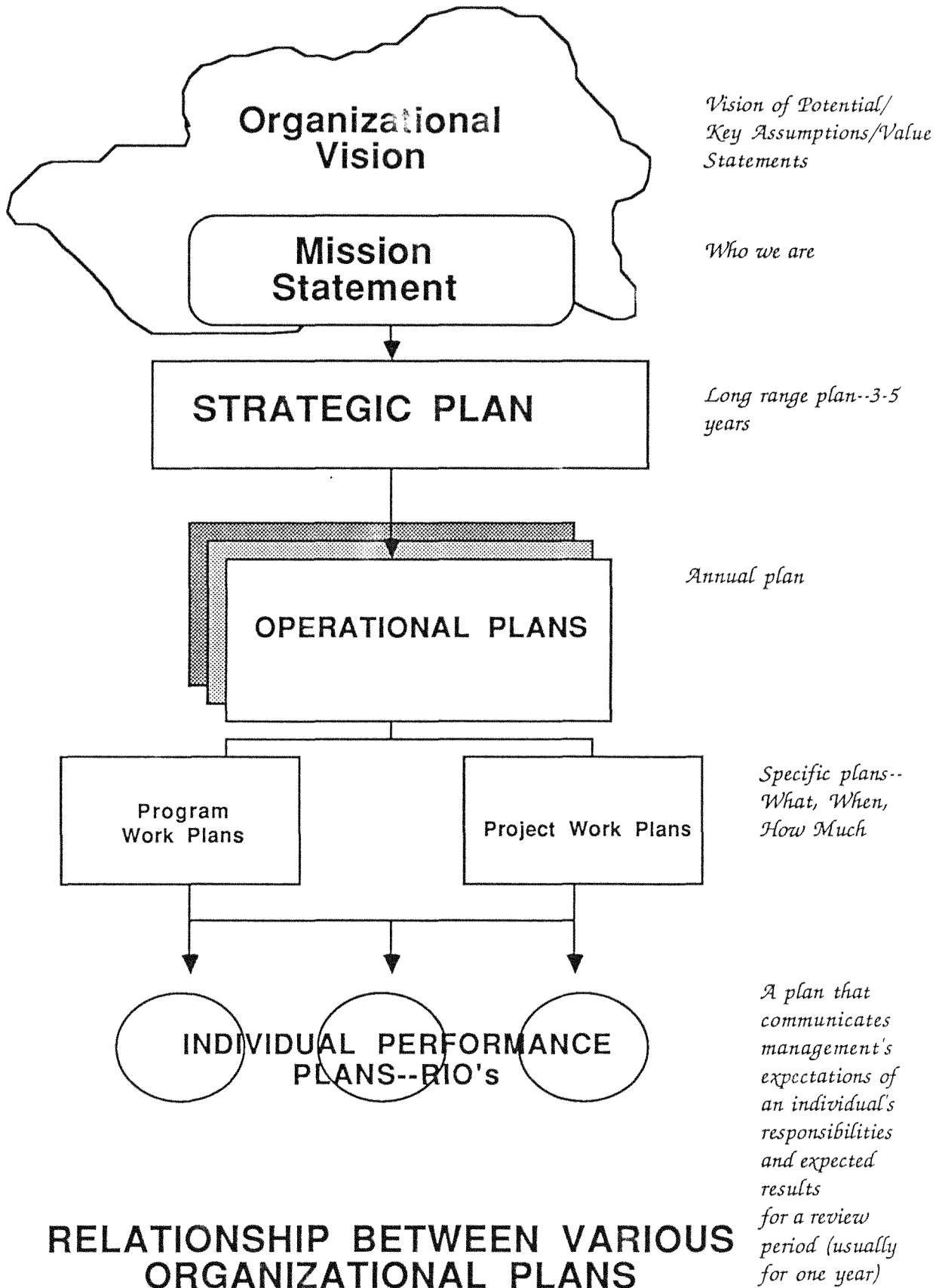
- 1) Improved communication between "floors." In the past, each section felt accountable for the work accomplished in their section, only. Since the work done by Appraisal affects Data Entry, Records Management and Tax Collection, it is important that the clerks in appraisal know that these people, in addition to the tax payers, are their "customers." The same holds true for the interdependency between other units--each is the supplier and customer of the other.
- 2) Increased productivity. If one section can help another solve a problem, we are all winners.
- 3) More accountability on the part of clerical employees for identifying and "solving" problems. I hope to also foster a climate where people feel more empowered to take charge of their work lives. This can be a first step. As you know, in the past, some employees have felt that

all situations had to be "win-lose." They would not confront managers directly, with a problem and thus immediately pushed what could be an informal conflict management process immediately to a formal grievance process. I would like to see more problems solved immediately between the two parties with the problem, thus avoiding the costly and alienating grievance process. We should reserve this valuable process for those items that are more serious.

Hopefully, this experience will give participants the tools to manage minor conflicts.

I am including a copy of the training guide, as it is pretty self explanatory about the purpose of the groups and some of the skills they will need and procedures they can use to solve work related problems.

I am very confident that the RIO/Performance Planning process is fully implemented and a part of our culture. We will see how successful the high performance teams are.



RELATIONSHIP BETWEEN VARIOUS ORGANIZATIONAL PLANS



PERFORMANCE PLAN FOR JANICE DRUIAN
DIRECTOR, ASSESSMENT & TAXATION
FY 90/91

KEY RESULT AREA	INDICATOR	OBJECTIVE(S)
STATUTORY COMPLIANCE	Performance Audits (Mult. Co. and DOR)	Comply with all mandated functions according to statute and/or administrative procedures, within prescribed time frames as determined by Board of County Commissioners
	Performance Audits (DOR) Review by DGS Director	Comply with procedures as required by regulatory agencies Determine balance between compliance, and quality, if necessary that is most equitable for the taxpayer
QUALITY	Public information programs/ tools;	Continuous upgrade of customer service
	Equity of Appraisals	Implementation of practices to determine equity of appraisals
	Review by DGS Director	Improve management decision making
	Plan reviewed by DGS Director	Plan for recruiting/ developing/hiring minority employees in Appraisal (initial plan due Fall 1990)

SYSTEMS
(Computer)

Milestones met

Systems project proceed on schedule (within funding allowed)

no critical down time due to poor prioritization of requests

current system maintenance--no work slippage due to system support

Computerized mapping system project plan

Keep on timeline for computerized mapping system;

LEGISLATIVE
SUPPORT

Timely, accurate reports, as needed

Support DGS Director & Board in any matters requiring data from A&T; Anticipate needs of A&T and inform DGS Director; Provide leadership to Assessors' Organization with upcoming legislative agenda

ORGANIZATIONAL
DIRECTION &
PLANNING

Approved Work Plans
Approved RIO Documents

Work Plans updated for FY90/91 by June 8, 1990; Approved RIO documents for all employees updated and maintained.

Operational and Work Plans; budgets

Push planning deeper into organization.

2338 documentation

Hire/orient new staff (2338)

EMPLOYEE DEVELOPMENT/
MANAGER COMPETENCIES

Development Plans
Manager Competencies

Plans in place for all employees

Plan

Plan for developing new appraisal supervisors and all employees developed as soon as DOR releases course schedule;

Records

All past employee development records up to date.

ORGANIZATIONAL
CLIMATE

Needs Assessment
(to be determined)
Newsletter

Team Reports
Newsletter

Develop High Commitment
High Performance work
environment:

- Teams in place, Aug. 90
- Newsletter (ongoing)

PERSONAL
DEVELOPMENT

Certification Fall 90

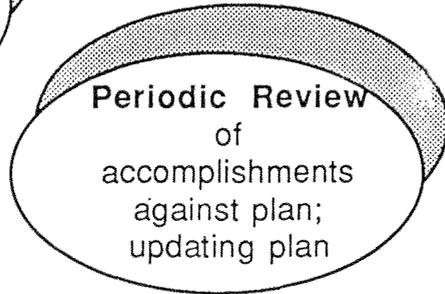
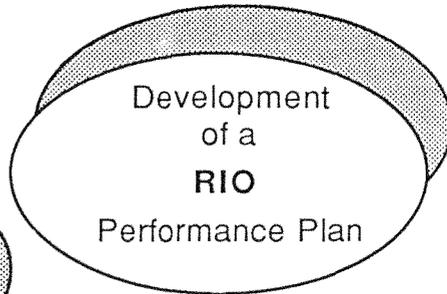
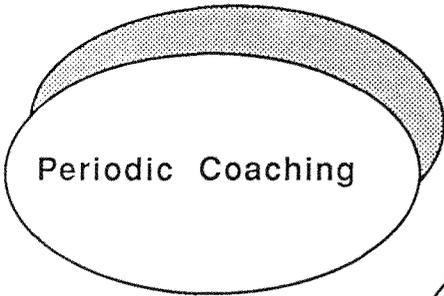
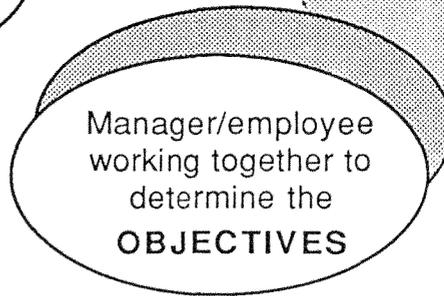
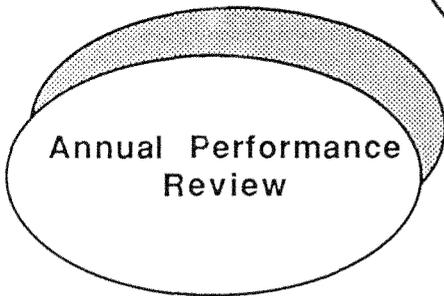
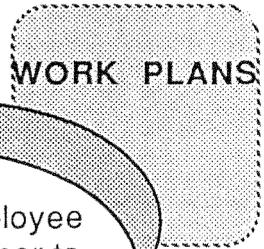
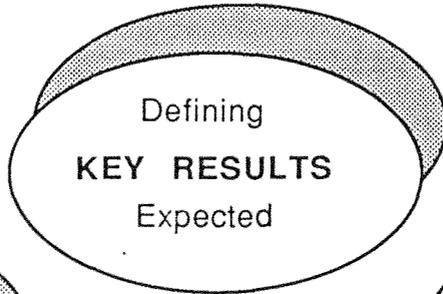
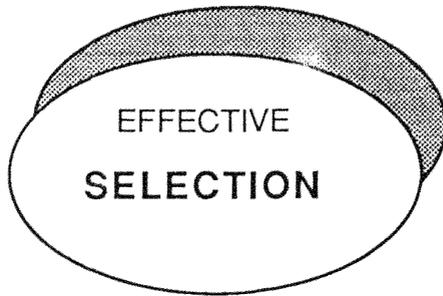
Technical Development
in Appraisal/Assessment

Attendance at Leadership
event

Continued development
of leadership skills

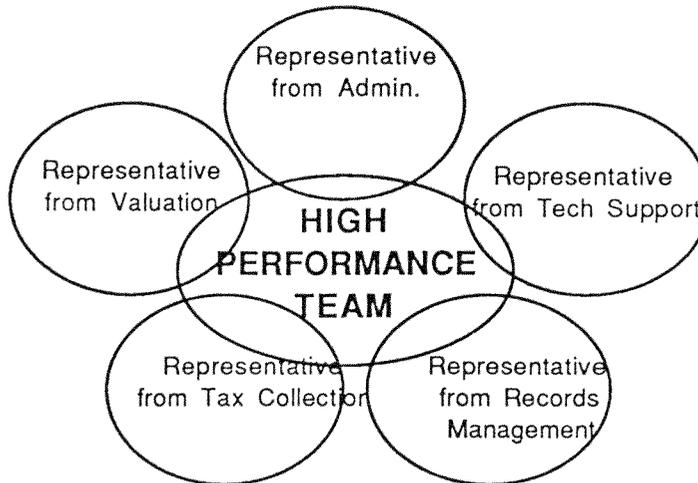
Membership and participation
in key professional
organizations

Maintenance of
management and employee
development skills for which
Director was hired



PERFORMANCE
PLANNING
CYCLE

ASSESSMENT & TAXATION HIGH PERFORMANCE TEAM WORKBOOK



MULTNOMAH COUNTY
DIVISION OF ASSESSMENT AND TAXATION
An Equal Opportunity Employer

OVERVIEW--A&T HIGH PERFORMANCE WORK TEAMS

Congratulations, on becoming a representative of your work unit or section on the A&T High Performance Team. This guide will give you an overview of what the team is designed to accomplish and will provide you with some tools for assuring those accomplishments.

WHAT IS THE HIGH PERFORMANCE TEAM?

It is a team of people representing our five sections--Appraisal, Tax Collection, Records Management and Technical Support & Administration--whose job it is to raise issues that cross organizational boundaries, and come up with proposed solutions to these issues.

The purpose of this team is to identify barriers to high performance in Assessment and Taxation and to find ways to overcome those barriers.

WHO IS ELIGIBLE TO BE A MEMBER OF THE TEAM?

Non-exempt staff from each of the sections (1-2 representatives from each section)

WHAT WILL THE TEAM DO?

The High Performance Team will:

- 1) identify work related issues;
- 2) determine ~~root~~ cause of any problems;
- 3) identify alternative solutions;
- 4) pick ~~the~~ proposed solutions;
- 5) introduce the problem and present the proposed solutions to A&T extended staff (at bi-monthly staff meeting).

WHEN WILL THE TEAM MEET?

Participants will meet for one hour monthly (on County time) and the person representing the team will attend staff meetings to make proposals.

HOW DO I GET ON THE TEAM?

Volunteers will be picked by section managers; we will rotate one position from each section every 6 months.

ARE THERE ANY CONSTRAINTS--TOPICS THE TEAM CANNOT COVER?

The group will not:

- Attempt to bring up or resolve **personnel issues**;
- Bring up **issues that are internal to a section** (these should be brought up to the appropriate supervisor or manager);
- Bring up or attempt to resolve **issues that would be more appropriately brought up to a union representative--** salary & benefits issues, grievances, etc..

WHAT IS HIGH PERFORMANCE?

High performance is getting the right things done, the right way at the right time.

In order to accomplish this, people need to:

- 1) Know their jobs;
- 2) Know how their job affects the person in the next unit or section;
- 3) Recognize that there is always room for improvement.

In the space below, identify some task you do that has impact on another section or work unit; identify the impact if it is not done right.

ASSUMPTIONS

- Those doing the job, usually are the experts at improving the job.

This is why the High Performance Team is comprised of non-exempt employees--the people actually on the front lines with the job--we assume that they know most of the problems and most of the solutions.

- Most people are doing the best they can with the information they have.

Your work may have an impact you don't know about. If the work of others is positively or negatively impacting your work, you need to let the others know.

- If it "ain't broke" it still might need fixing.

We used to say, "if it ain't broke don't fix it." Now smart people are saying: Just because it isn't broken, doesn't mean it is working as well as it should."

HIGH PERFORMANCE TEAM TRAINING

We will cover three things in this training:

- 1) A systematic problem solving process
- 2) A decision making process
- 3) How to convene and facilitate a meeting

PROBLEM =

SOMETHING NOT GOING

AS YOU EXPECTED

ACTION SEQUENCE OF SYSTEMATIC PROBLEM SOLVING

1. Recognize the problem



2. Consider interim action



3. Find the cause of the problem



4. Determine corrective action



5. Implement corrective action

1. RECOGNIZE THE PROBLEM:

Is there a deviation between what should be happening and what actually is happening?

IF "yes"

1.1 DEFINE THE PROBLEM CHARACTERISTICS:

- WHAT (identify)
- WHERE (location)
- WHEN (time/location)
- EXTENT (how much)

Compare the WHAT, WHERE, WHEN, of what SHOULD BE HAPPENING

2. CONSIDER INTERIM ACTION

If the effects of the problem are critical enough and corrective action is not immediately possible, buy time through implementing an interim plan.

(Needless to say, any critical issues should be brought to your supervisor or manager's attention immediately. It is not efficient for The High Performance Team to be convened for a crisis issue. However, the team may be involved later in determining how to avoid the crisis in the future.)

3. FIND THE CAUSE OF THE PROBLEM:

If possible, determine characteristics/variables that exist in the problem situation that do not exist in a non-problem situation.

(This method is similar to the scientific method that uses a control group and a treatment group)

PICK YOUR MOST PROBABLE CAUSE, and verify.

4. DETERMINE CORRECTIVE ACTION

4.1 Establish Objectives:

- What **MUST** you have (priority #1)?
- What do you **WANT** to have (lesser priority)?

4.2 Search for Alternatives:

- Brainstorm
- Bring in the "experts"

4.3 Assess Benefits of each Alternative

4.4 Assess Adverse Consequences

- Examine possible bad effects of each objective

4.5 Compare each alternative against objectives

4.6 Choose best alternative

4.3 ASSESS ADVERSE CONSEQUENCES

Any significant potential solution needs to be examined against these questions:

- How valid is your data?
- What are the short- and long-range implications?
- What else will this effect?
- What effect might this alternative have outside your organization?

WHEN THE GROUP HAS COME TO CONSENSUS ON A PROPOSED SOLUTION, YOU NEED TO:

- **Document the process--**
 - The problem needs to be defined (using the Problem Definition Work Sheet);
 - The proposed solution needs to be identified (using the "Choosing a Solution" work sheet)
- **Determine if there is truly consensus**, or if there is a minority opinion.
- **Identify who will present** to the management team (You may want your chair to present, or the person who led the discussion on the problem. You may choose two people, if there is not full consensus, or if the problem is complex.)

CHOOSING A DECISION MAKING PROCESS

There are several ways that groups can make decisions, and each has its pros and cons.

1. Majority Rule or Voting. This is fairly efficient, but it has the down side of usually having a group of people (the ones that didn't win the vote) who do not have strong ownership of the decision.
2. Autocratic rule. In this form of decision making, one person makes the decision. While in some cases one person can make the decision and others will follow, over time most people find this sort of decision making demoralizing.
3. Consensus. This form of decision involves coming to a decision that all people can support. It may not be everyone's first choice, but there is no one who will not support the decision.
4. Unanimity. To have unanimity the group must choose a decision that has unanimous support..generally the first choice of every participant. Needless to say, it is difficult to get unanimity in our diverse workforce.

WE RECOMMEND THAT YOU TRY TO COME TO CONSENSUS ON YOUR PROPOSALS.

COMING TO CONSENSUS

Because consensus decisions tend to be ones that last longer with greater support, we feel that if you have time this is an effective process.

PROCESS

1. Ask for a proposal
2. Have a second person paraphrase the proposal or write it on a flip chart (to be sure people understand the proposal)
3. Ask for discussion
4. Survey the group to see if everyone can live with it...If "yes" you have come to consensus.

if some one can't support the proposal, ask them what modifications they could make to support the proposal...

5. Survey on the modified proposal*.
6. Again, ask all members if they can support the revised proposal. If yes, you have come to consensus.

* If you are not able to come to a modified proposal that gains consensus, you can consider going to majority rule or a vote.

Be careful, however, that if you do choose to come to a majority vote, that you may not have total support of the decision.

FACILITATING THE PROBLEM SOLVING MEETINGS

PRIOR TO THE MEETING

1. Appoint a convenor
2. Schedule the time and date of the meeting
3. Schedule a conference room
4. Arrange for a flip chart, pens and an overhead projector
(if necessary)

AT THE MEETING

1. Introduce any new members
2. Review the purpose of the team
3. Appoint a recorder (person who will take notes, preferably on a flip chart, so all people can see)
4. Survey the group for issues (be sure to handle any items from prior meeting)
5. Determine (through consensus) which items are priority items
6. Apply the problem solving process to the highest

priority item

7. When you have come to consensus on a proposed solution, document (using the forms)
8. Tackle any other problems you have time to address
9. Carry forward all non urgent items to next meeting

AFTER THE MEETING

1. Schedule time on the A&T Manager Meeting Agenda
2. Prepare a transparency of your problem and solution statements

USING A FLIP CHART

We recommend recording all brainstorm items and all proposals and decisions on a flip chart. The reason is that it helps focus the group on the item at hand, and it improves communication. When you see something in writing you are more likely to see if it agrees with your understanding of the issue, than by simply listening to an oral review.

When you use a flip chart, be sure you capture exactly or nearly exactly what the person is saying--don't put things in "your own words", this shows a disrespect for the speaker. Check with the speaker after you have recorded any difficult concepts or actions to be sure that you fairly represented what s/he said.

One tip is to stand to the side of the flipchart as you write (left side for right handed recorders, right side for left handed recorders). This helps the participants see what you are writing.

TIPS FOR GOOD MEETINGS

- Enter into discussions with enthusiasm
- Listen carefully and actively to others
- Offer constructive feedback, and be willing to receive it
- Be respectful of the other person's point of view
- Be prompt and regular in attendance
- Look for the positive

BRING SOLUTIONS AS WELL AS
PROBLEMS....REQUESTS RATHER
THAN COMPLAINTS.

Quarterly Executive Management Review Format
Organization _____
Period ending _____

Program/Project: Alcohol and Drug Plan for a Plan

Key Measurable Objective:

OTO: _____ Ongoing Program _____
(one time only)

Funded Level: (include match, administration and other related costs)
FTE's (Full-Time Employees): 0 Budget \$ 0

Current Staffing Level Permanent FTE's: _____

Progress Report

The Alcohol and Drug Program Manager developed a concept paper, which is attached. The paper identified elements of a comprehensive alcohol and drug services system, implementation steps necessary to implement the system and policy decisions which would be involved. Originally this was included in the Chairs budget as a strategic initiative. However, this was not funded in the budget process. Also attached is a design identifying issues requiring development to improve the existing treatment system in Multnomah County. The Director of the Department of Human Services has made available to the A & D Program, staff resources from his office to assist in further development of the Plan for a Plan and for development of necessary provider participation in the developmental tasks shown on the diagram.

Question and Answer session

Future indepth briefing? Yes _____ No _____

AN INTEGRATED ALCOHOL AND DRUG STRATEGY FOR MULTNOMAH COUNTY

Alcohol and drug abuse has come to be viewed as a public health problem. The public health model approaches problems as being the interaction of a host, an agent and the environment. Resolution of a public health problem, therefore, requires the appropriate mix of strategies to deal with these three elements. Based upon this model, an integrated alcohol and drug strategy will require assisting people who are harmfully involved with alcohol or other drugs or at risk of such involvement (host strategies), control of availability of alcohol or other drugs (agent strategies) and altering the factors in the environment which encourage or facilitate the harmful use of alcohol or use of other drugs. County government has numerous opportunities to undertake a wide range of strategies to address the alcohol and drug problem. While the degree of public support may be uncertain there is little doubt that there is widespread public awareness of the problem and a growing will to confront it.

A COMPREHENSIVE ALCOHOL AND DRUG SYSTEM

Multnomah County has increasingly come to recognize the need for a comprehensive system to deal with the harmful involvement with alcohol and other drugs of growing numbers of our citizens. Alcohol and drug abuse, and its characteristic denial, is supported and enabled when elements of the social system are fragmented and uncoordinated. Therefore, integrated and coordinated responses to this problem are essential to achieving the desired results. Because there are differing needs and resources among people, a comprehensive approach requires a continuum which includes primary prevention, intervention, treatment and recovery support. While there is probably considerable agreement on the elements which would constitute an ideal continuum, there are many differing perspectives on how to provide such a continuum.

The following proposal is one approach. It is based upon a particular set of assumptions. It would require a specific set of policy decisions including allocation of certain levels of resources. The balance of this discussion will describe the ideal continuum, identify specific assumptions and required policy decisions, set forth the recommended system components of such a comprehensive and coordinated system of service and clarify the sequence of future action steps needed to design and implement such a system.

THE IDEAL CONTINUUM

Primary Prevention

Citizens have access to accurate information about alcohol and other drugs, risks associated with their use and their personal risk factors for related problems. Such information is available in age appropriate manners from kindergarten through adult media.

Citizens have opportunities to develop the social skills which reduce their risks of alcohol and drug problems.

Citizens have opportunities to develop and utilize skills leading to success in fulfilling the important roles in their lives.

Citizens have access to an adequate range of social and recreational activities excluding the use of alcohol and other drugs.

The availability of alcohol and other drugs is adequately controlled.

There are clear community norms about appropriate use of alcohol in ways which minimize risks and about non use of other drugs which are consistently and visibly reinforced by the communities' institutions.

There are living, working and social environments which are alcohol and drug free.

Intervention

Citizens who experience harmful consequences related to the use of alcohol and other drugs receive clear and accurate feedback on the relationship of the alcohol or other drug to their problems and are encouraged and assisted in curtailing or reducing use and/or seeking appropriate services to address their problems. Those who are unable to voluntarily reduce or eliminate use are directed to appropriate specialized treatment services.

Treatment

Citizens have access to a sufficiently wide range of alcohol and drug treatment services, appropriate to the scope and degree of their problems, and responsive to their cultural and individual needs, which can result in their recovery. This would include detoxification, residential, outpatient, continuing care and relapse prevention services.

The impact on the family, when one member experiences alcohol and drug problems, is recognized and services are available to all members.

Treatment services are linked to other human services which are needed to reestablish lost skills or to gain skills necessary for successful functioning.

Recovery Support

There are a variety of recovery support services for the individual, and the family, in recovery including 12-Step and other recovery support groups, relapse prevention services, alcohol and drug free living communities, co-dependency services and social, recreational and spiritual activities supporting recovery.

Assumptions

This proposal for a Multnomah County Comprehensive Alcohol and Drug System is based upon a particular set of assumptions. It is important to identify these assumptions in order to determine the degree to which they are accepted and shared by policy makers responsible for implementing the proposal.

- * Resources will be limited and will be less than the level needed to meet 100% of the need.
- * Implementing a comprehensive system will require a public-private partnership.
- * The technology for effectively addressing the alcohol and drug problem will improve but will evolve slowly and only if there is feedback from systematic outcome evaluation efforts.
- * Some aspects of alcohol and drug problems can appropriately be viewed as an illness, albeit a chronic illness, which is amenable to a treatment approach resulting in a recovery process with significant potential for relapse.
- * For at least the short term, the problem will continue at high levels but the rate of new cases will decrease over the rate of increase recently experienced.
- * Increasing resources will be available and they will primarily be public resources.
- * The increased level of public resources will, appropriately, result in an increased public role in management of the use of these resources.
- * There will be increased demand for evaluation of the effectiveness of treatment services and of prevention efforts aimed at reducing the problem.

Strategic Policy Issues

Achievement of a comprehensive alcohol and drug system will require several key policy decisions. The following are the major policy issues and options which will require clear resolution and direction. These are strategic decisions having long term impact on the direction and development of the alcohol and drug abuse system in Multnomah County. They provide the foundation for a wide variety of implementation steps necessary to operationalize a comprehensive system.

- * Is provision of resources for a comprehensive alcohol and drug system an appropriate role for Multnomah County?
- * Are these resources viewed as an appropriate social expenditure (the right thing to do as the human services jurisdiction) or as a needed and worthwhile social investment (the cost-effective thing to do)?
- * Will the County act to assure that, within limited resources, there is equitability of access to services for all residents or will the County make decisions about priority of access for selected target populations?
- * Will the County assume an active partnership role in operation of the system or a passive reimbursing role?
- * Will the County maintain the existing level of resources or increase the level of resources and if so, by how much and over what time period?
- * Will the County continue to use its authority to enact policies which influence the availability of alcohol and other drugs in the community and reinforce norms of no-use or low risk use behaviors?

Policy Recommendations

The Department of Human Services recommends Board adoption of the following policy direction in establishment of a comprehensive alcohol and drug abuse system in Multnomah County. The rationale for each policy option is given to aid analysis of the policy and determination of its consistency with other strategic decisions.

Provision of resources for a comprehensive alcohol and drug system is an appropriate role for Multnomah County.

Multnomah County has a clear mandate among the public jurisdictions to be the provider of human services. The negative impact on this community of alcohol and drug abuse is unquestionable and its financial burden is growing and threatens both current public services and the future social and economic development of the community. Since fragmented approaches are both inefficient and ineffective, Multnomah County is appropriately an advocate and architect for coordination and comprehensiveness.

Resources allocated to a comprehensive alcohol and drug system are a needed and worthwhile social investment.

While human services are intrinsically worthwhile, the costs to the public well-being of alcohol and drug abuse are becoming overwhelming and intolerable. Health expenditures to care for a drug addicted newborn, law enforcement and criminal justice system costs for drug cases, custodial space for drug involved offenders, long-term special education expenses for alcohol and drug affected children and skyrocketing costs of property crimes associated with alcohol or other drug use are but a few of the current costs being borne in the community, by government and citizens alike. For this reason, it is appropriate to view public expenditures for alcohol and drug abuse services as investments aimed at offsetting and reducing these costs. It then becomes important to determine and manage the cost effectiveness of the chosen resource decisions.

The County will act to identify priority populations to receive services, while analyzing these decisions to determine the impact on equity, and will mediate adverse impact as much as possible, within available resources.

While alcohol and drug abuse incur generalizable costs to the community, some individuals represent disproportionate costs as well as opportunities to maximize the impact of public resource investment. Certain offenders, pregnant women, adolescents at risk of school failure and "welfare mothers" are examples of target populations whose alcohol and drug abuse can represent above average costs to the community. Effective services targeted to these populations might well represent a higher return on the public investment than other target populations. Each of these populations also require specific collaboration with different ancillary services in order to achieve effectiveness of services and particular desired outcomes. There may be differential costs of serving each of these populations and differing opportunities to share these costs with other funders. Title XIX Federal funding is one example as is cooperative funding between State and Federal corrections and alcohol and drug resources for specific populations identified above. Recognizing that there are target populations and different funding resources underscores the importance of organizing a coordinated system capable of integrating multiple funding sources as opposed to letting the differing populations and resources continue to fragment the overall system. The tendency to fragmentation is growing and can be expected to increase without a planned response.

The County will assume an active partnership role in the operation of a coordinated and comprehensive alcohol and drug abuse system.

If the County uses public resources as an investment, and makes decisions about identification of priority target populations, the County must exercise active participation in the design and operation of the system. The County operational role will include assuring appropriate services reach the designated population, negotiation and specification of performance and outcome expectations, monitoring of levels of service delivery and outcomes, management of effective and efficient resource allocation and encouragement of innovation which leads to improved effectiveness.

The County will increase resources to alcohol and drug abuse and will receive increased resources from other sources to attack this problem.

A major investment has been committed for development and operation of 120 alcohol and drug residential custody beds for offenders over the next three years. An increase is budgeted to operate services for pregnant, addicted offenders. The County is assuming increased responsibility for comprehensive DUII responses. Through Strategic and Operational Planning, the Board will consider a variety of service responses and resource decisions. It is most likely that resources to address this problem will increase over the next several years. In addition, the County will have significant influence on the use of increased State and Federal resources in this community. The County will play a role in advocating for increased revenues which can, if realized, realistically address the magnitude of this problem.

The County will continue to provide leadership in the use of public authority to establish policy further controlling the availability of alcohol and drugs and the environmental support for no use and low risk use behavior.

The County has taken action within its own sphere of influence to control availability of alcohol and other drugs and influence social norms around alcohol and drug use. Prohibition of alcohol at County sponsored events, tobacco free workplace regulation, drug free workplace policy, employee health promotion programs regarding tobacco, alcohol and other drugs, parent-focused drug use prevention training and employee assistance programs are examples of County policy which impacts the environmental element of alcohol and drug abuse problem prevention. Increasing alcohol taxation, in addition to being a revenue strategy is also an availability strategy. Such price increases reduce consumption levels, especially among youth and have been empirically identified as the single most effective alcohol problem prevention approach.

Recommended Components of a Comprehensive System

A coordinated, comprehensive system will require several components to effectively implement the forgoing policy direction and achieve the desired results.

An adequate range of prevention, intervention, treatment and recovery support services, for individuals and families, in an appropriate balance.

A means for selection of priority target populations and assurance of their receiving services.

Adequate reimbursement rates for the services delivered to enable stable and professionally competent services.

Reimbursement systems with appropriate incentives for specified performance.

A mechanism for a reasonable cost-containment process and for appropriate rate setting and review.

A method of ongoing monitoring and accurate projection of demand for services. (Projection of demand is a more useful and feasible operational concept than needs assessment.)

A mechanism for quality control/standards monitoring and for outcome evaluation in ways which can show cost effectiveness of the investment of public resources and feedback program refinement information.

A mechanism for systematic client evaluation and matching to the most appropriate treatment and for ongoing monitoring and management of the care being purchased. Outcome evaluation results must be tied to improvement in the matching criteria.

A mechanism for encouragement of innovation and improvement in effectiveness.

A mechanism for active participation in planning and evaluation by key stakeholders in the system: providers, community members, policy makers, policy implementers and service recipients.

A PROPOSED MODEL COMPREHENSIVE ALCOHOL AND DRUG ABUSE SYSTEM

Primary Prevention Services

The comprehensive alcohol and drug system must include systematic planning, implementation and evaluation of prevention strategies. Comprehensive prevention planning must be ongoing, must involve key organizations and interests throughout the community and allow for collaboration among agencies and resources. Multnomah County has made an excellent start in coordination of planning and implementation of prevention efforts, in cooperation with the Regional Drug Initiative. This effort must be maintained and adequate resources must be directed to this important element of the comprehensive services continuum. It is appropriate for the County to continue to play a lead role in facilitating community-wide planning, development and evaluation efforts. The technology of prevention is becoming much more clear and well founded. The County, in cooperation with the State Prevention Resource Center, will remain a key agency in dissemination and support of the application of this technology.

Identification and Intervention Services

It is important, for a truly comprehensive system, that community service agencies become proficient in early identification of alcohol and drug abuse problems. Further, such agents can, and must, become proficient in the range of intervention strategies which can lead to individuals modifying high risk or problem behavior or, if they cannot, leading to effective referral to specialized treatment services.

Specialized Treatment Services

Central Intake, Assessment, Referral and Care Management

Clients entering the treatment system would increasingly enter through a central intake, assessment, referral and ongoing care management system to be directly operated by Multnomah County. While not necessarily a single unit, allowing for multiple assessment centers to respond to the geographic divisions of the County, the central intake unit would utilize standardized assessment, client/treatment matching and referral processes and determine the appropriate level of ongoing care management for each client.

The care management unit would also have access to ancillary specialized services for certain clients. This might include mental health, physical health, intensive probation, special education or other special services needed or available for certain client groups. Such a central intake function, in addition to direct client services, would provide systematic information on system demand/supply experience needed to better document, manage and project resource needs and on the accuracy of the matching criteria.

Preferred Provider Contracts

It is proposed that Multnomah County build upon the current public alcohol and drug treatment system. Treatment services would continue to be provided by private treatment agencies, functioning as a closed panel of preferred providers, selected through a periodic process, primarily based upon demonstrated ability to deliver the desired range of cost-effective services to specific target populations. Contracts would be negotiated with the preferred providers to specify the identified target population(s), services to be delivered, performance standards, reimbursement rates/procedures, interagency cooperation and client transfer provisions.

Cost Finding and Rate Setting Committee

Reimbursement rates and procedures would be developed and periodically reviewed by a Cost Finding and Rate Setting Committee comprised of the County, other key funders and with provider representation. Where services become clearly specified and stable, prospective reimbursement rates would be developed. For new or otherwise variable services, alternative reimbursement methods could be used including fee-for-service, model base budgets, or slot rates. Mechanisms for making at least a portion of the reimbursement rate contingent on agreed upon performance outcomes will be incorporated. Expert consultation will be needed in the cost finding and rate setting process on a regular basis.

Evaluation and Quality Assurance Committee

An Evaluation and Quality Assurance Committee would be created comprised of the County, other key funders, such as the State Alcohol and Drug Program, Multnomah Council on Chemical Dependency and provider representatives. The purpose of this committee would be development of outcome evaluation, process evaluation and quality of care monitoring methods, including integration with State Letter of Approval monitoring activities. Of particular importance is development of cost effectiveness assessment methods. Like the Cost Finding and Rate Setting Committee, this committee will also need ongoing expert consultation. In addition, the outcome evaluation needs to be tied back to assessment and client/treatment matching in order to refine this process.

Target Populations

It is proposed that the initial target populations be County Corrections clients, DUII clients and clients of the County Primary Health Care System, including eventually the School Based Health Centers, if adequate treatment resources can be obtained. With collaboration, the next target population might be welfare mothers and CSD referrals or Juvenile Court clients. Other target populations can be added as the system and the appropriate funding resource decisions are made.

SEQUENCE OF FUTURE ACTION PLANNING STEPS

Review and refine assumptions.

Review and resolve policy issues with formal Board action and direction.

Develop a system planning task force with involvement for key stakeholders, including the State.

Integrate Prevention planning process into development of overall system design.

Establish intervention elements and identify points for various intervention approaches.

Develop brief intervention approach/training modules for key agents.

Develop four subcommittees: Cost Finding and Rate Setting, Demand Projection and Target Population Identification, Central Intake, Assessment and Care Management, and Evaluation and Quality Assurance.

Review existing resource and system configuration.

Assess existing reimbursement rates.

Develop a rate setting process.

Assess existing reimbursement mechanism and propose changes.

Get State cooperation for change in reimbursement methods/rates.

Explore methods of maximizing federal financial assistance through Title XIX, grants and contracts.

Complete necessary certification of County service elements to qualify for Title XIX reimbursement.

Conduct analysis of current and projected demand.

Determine resource requirements to meet various levels of demand.

Develop a plan for reallocation of existing resources and incremental allocation of new resources.

Identify priority target populations.

Establish standardized assessment protocols, instruments, documentation formats and client and service data sets.

Develop operational policies and procedures.

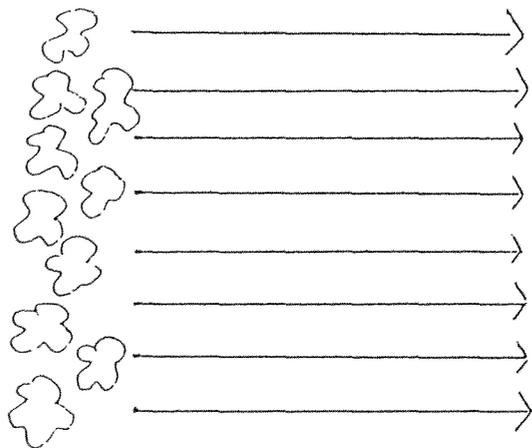
Develop client outcome and service provision performance standards.

Integrate existing processes for standards and contract monitoring with further development of quality control and outcome evaluation processes.

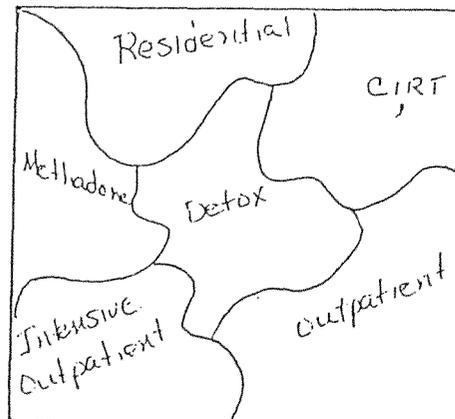
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THROUGHPUT

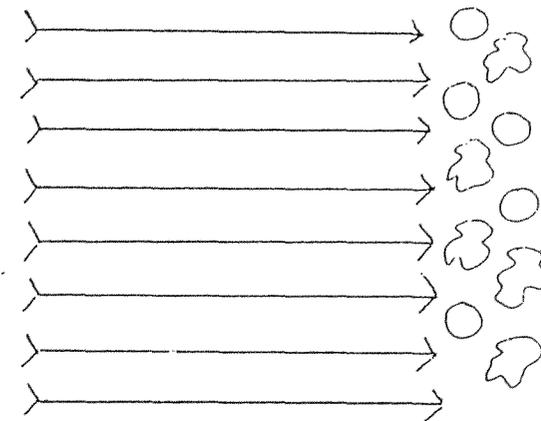
OUTPUT



REFERRAL SYSTEM



TREATMENT SYSTEM



OUTCOMES

No mechanism for accurately projecting demand

No system for managing treatment resources by individual client

No consensus on client/treatment matching criteria

No mechanism for client/treatment matching

No solid, consistent basis for rate setting

No system for performance improvement

No consensus on treatment quality standards

Inadequate reimbursement rates

Inadequate client retention rates

Inadequate supply of treatment resources

No consensus on treatment effectiveness measures

No system for measuring treatment effectiveness

Excessive relapse and recidivism/readmission rather than relapse intervention

Inadequate connection to further needed human services

Quarterly Executive Management Review Format
Organization 3/31/90
Period ending

Program/Project: Homeless Program

Key Objectives:

*Assure appropriate interjurisdictional and public/private coordination in policy development, planning, program development, and channeling of funds to support the emergency services system.

*Coordinate the development of a system of community based social services, provided to homeless people through local agencies and vendors.

OTO: _____ Ongoing Program _____
(One time only)

Funded Level: (include match, administration and other related costs)

FTE's (Full-Time Employees): _____ Budget \$ _____
Current Staffing Level Permanent FTE's: _____

Progress Report

Partnerships and coordination among key funders have been greatly strengthened through the Funders Advisory Committee.

The Housing Authority's "Report and Planning Framework on Resolving Homelessness" is a major step forward in planning.

A coordinated effort to count the homeless as part of the census was carried out through Metropolitan Community Action; MCA has supported the advocacy effort of Oregon Housing Now.

Many resource development efforts have been successful, including additional State funding for emergency family shelter and an application to the Robert Wood Johnson Foundation's Homeless Families Program; see attached list for other funded and pending projects.

The City, County, Chamber of Commerce, Housing Authority and United Way have reached consensus on a long term plan and immediate action items for responding to the crisis in emergency housing for singles; see attached. Similar workplans for families, youth and special needs populations will be forthcoming.

Contracts are being negotiated with seven agencies as neighborhood-based multi-service centers for homeless services.

The City is negotiating with the County to transfer its homeless funds for the County to manage in FY 90-91; United Way has indicated a similar arrangement in FY 91-92.

1989

- * The McKinney award to the Housing Authority for 126 units of alcohol/drug free housing for the Athens Hotel and another building for which site control is being sought.
- * McKinney awards to continue the veteran job training and counseling program, and to provide health care to the homeless.
- * A McKinney award for permanent housing for the handicapped homeless.
- * The signing of the Master Agreement to End Homelessness, bringing the public and private sectors together to work in combination to resolve this problem.
- * The City's Vacant and Abandoned Housing Task Force issued its report; 90% of the reports 67 directives have already been implemented. We believe that a number of factors including implementation of these directives have led to improved conditions of housing, as well as housing values, in the poorest sections of the City.
- * The Housing Authority issued the first of its two reports on "Resolving Homelessness in Portland and Multnomah County."

Current and On-Going Projects in 1990

- * Issuance of HAP's second report on homelessness, "Creating a Continuum of Housing and Services to Prevent and Resolve Homelessness." These two documents are the definitive planning documents this community needs to systematically plan for the variety of facilities that are needed in the future.
- * Completion of the Golden West rehabilitation and relocation of the Bridgeview Project from the Arlington.
- * Implementation of the multi-service center concept is proceeding. The first phase of reviewing agencies' qualifications is completed; there will be a second review, and then the issuance of RFPs.
- * The Mayor has ordered increased patrols of the North Burnside area to stem the tide of drugs. This area will be one of the first demonstration efforts under the community policing transition plan.
- * The Police and Bureau of Buildings have been actively enforcing the Drug House Ordinance in neighborhoods as well as downtown.

- * The Downtown Housing Preservation Partnership is soliciting site control for 28 units for alcohol and drug free housing that has already been approved.
- * The community is a finalist, and an odds-on favorite, for one of eight \$300,000 Robert Wood Johnson awards that carry with it 150 units of Section 8 project assistance, for health care planning for families.
- * McKinney applications ready for submission include:
 - 50-100 units of housing for chronic shelter units.
 - 62 units of transitional housing for the job ready.
 - 12 units of emergency housing for homeless families.
 - Emergency and transitional housing for teen parents.
 - Extended housing and counseling for victims of domestic violence.
- * Approval by the Emergency Board of an acute care facility to serve the mentally ill.
- * Central City Concern has developed applications to:
 - The National Institute on Drug Abuse for 54 beds to work with chronic abusers;
 - The National Institute on Alcoholism for a 3 year project to work with those who are chemically dependent;
 - The State Department of Community Corrections for 54 beds to work with those on parole or probation;
 - In concert with Mental Health Services West, to various foundations and funders for a pilot program, similar to the CHIERS van, for working with dual diagnosed/deinstitutionalized chronically mentally ill.

April 30, 1990
(Rev. 3-3-90)

REPORT SUMMARY: Crisis with Emergency Housing for Singles

This report on the current crisis is divided into five sections:

- 1) Problem Statement
- 2) Long-Term Solution (incrementally, from three to seven years)
- 3) Intermediate Steps (six months to five years)
- 4) Short-Term Steps
- 5) Immediate Action Items

Introduction: Problems at Burnside Community Council, the overflow shelter, and transient camps, coupled with funding shortfalls for alcohol and drug free housing, could result in the addition of 450 homeless people to downtown's streets.

The public sector envisions the long-term answer for the majority of these homeless people to be the creation of new transitional and permanent housing. However, until sufficient transitional units are created with community support, there exists a need to develop short and intermediate term facilities for this population.

Besides utilizing a multiple phase perspective to resolve the crisis, this report also envisions a sequential approach; as new transitional units are established the size of the intermediate facilities should be reduced.

Finally, this report concentrates on singles. A separate plan like this needs to be developed for the problems facing homeless families.

1) PROBLEM STATEMENT: The Community is facing the possibility of adding 450 homeless individuals to the streets of downtown.

A) Causes of the Problem. A number of separate events have conspired to create a crisis. These include:

- Financial difficulties at BCC threaten closure of Baloney Joe's, the West Women's Shelter, and Ma's Inn. LOSS OF 160-210 BEDS
- The overflow shelter's lease ends April 30th. LOSS OF 100-120 BEDS
- Transient camps are being closed. NEED FOR 100-200 SPACES
- Alcohol free housing shortfall. NEED FOR 83 SPACES

B) Other Considerations.

a) The Union Station Business Association would like to see the relocation of Burnside Projects' Glisan St. shelter and the Blanchet House.

b) The Clark/Shiels agreement limits the number of permanent shelter beds north of Burnside to 252. With 100 beds at the missions north of Burnside, that allows 152 units to be developed north of Burnside if Burnside Projects relocates.

c) The only downtown shelters that are not threatened are the beds operated by three missions (Salvation Army, Portland Rescue Mission, and the Union Gospel Mission).

2) LONG-TERM SOLUTION (Incrementally, from Three to Seven Years Assuming Full Community Support). The public sector is working on developing 410 to 725 new transitional housing units for the following populations:

- Alcohol/Drug Free	100-150 units
- Mentally Ill	50-100 units
- Job Training	60-100 units
- Corrections	50-100 units
- Single Women	50-100 units
- Youth	50-100 units
- Domestic Violence Victims	<u>50-75 units</u>
TOTAL	410-725 units

Factors to Consider:

- A) Even with all these new transitional units, there will be some 200 to 300 chronic homeless individuals who are not candidates for regular transitional units. Specialized facilities for this population will still be needed.
- B) The Downtown Housing Preservation Partnership (DHPP) has outlined an application for a federal McKinney grant to serve up to 100 older chronic alcoholics, whose numbers are included in a) above. Acquiring site control of an available building is one of several issues that need to be resolved.
- C) With new transitional units in operation, Burnside Projects would evolve into an intake and short-term facility with a maximum of 50 beds solely for new clients entering the system.
- D) As new transitional units are developed, the size of the intermediate facilities can be reduced. However, because of the nature of the homeless population, this will not be a 1:1 reduction. For illustration, though Burnside Projects' Glisan St. and overflow shelters in the winter served 200 to 240 individuals per night, BPI served an unduplicated count of 5,000 individuals between 7-1-89 and 3-31-90.
- E) Three projects underway/in the application stage can provide up to 175 new units of housing: 1) The Athens (96 subsidized units) will be operating by January, 1991. 2) DHPP is seeking a site for another 28 units of alcohol free housing. 3) An application for a transitional facility for the "Job Ready" (60-90 units), has been developed and the HAP feels confident of it being funded provided site control can be obtained.

3) INTERMEDIATE STEPS (Six Month to Five Year Time Frame).

A) Facilities Needed: Some 500 units in four or five facilities are needed to replace the units at Baloney Joe's (120-150), Burnside Projects (80-100), the overflow shelter (100-120), and residents of the transient camps (100-200) that are being swept.

B) Recommended Configuration: A combination of barracks/dormitories and outdoor encampments with the following distribution is one possibility:

- An indoor facility on the east side housing 120-150 homeless singles to replace the Baloney Joe's shelter.
- A 150 bed indoor facility to replace the current Burnside Projects mass dormitory, with 50 beds for shelter and 100 for short-term intake purposes. This could be north of Burnside or anywhere else within a 5-10 minute walk of downtown.
- A 50 bed indoor facility for women that would be outside the downtown area.
- One 100-150 space, or two 50-75 space, outdoor encampment(s) outside the central city area, for those unwilling or not ready for an indoor shelter.

The sizes identified are proposals. If one site and its operator are able to accommodate more than the number of spaces listed, the numbers can be adjusted for the others.

C) Characteristics of Indoor Facilities: These facilities could serve singles as well as couples, but not families with children. The major innovation would be the use of partitions to establish cubicles that would contain a bed, chair, and locker, and which would provide privacy. The facility should have sufficient space to provide 24 hour service.

D) Characteristics of Outdoor Encampments: This facility or facilities should be predominantly self-contained with running water, toilets, showers, laundry, firepits for cooking, dumpsters for garbage, lighting for security, and fencing to control access.

E) Services for Indoor and Outdoor Facilities: A full array of services including health, employment, and support services would be provided.

4) SHORT-TERM STEPS (Next Eight Months).

A) Possible Configuration of Facilities that Need to be Developed in the Next Month:

- 1) Maintain the shelter at Burnside Projects (replacing it during the intermediate and long term phases.)
- 2) Either maintain the shelter space at Baloney Joe's under a different operator, or find an alternative facility on the eastside for 120-150 beds.
- 3) Develop an indoor facility with 100-120 beds to replace the overflow shelter (a building that is open from 10:30 p.m. to 6:30 a.m. with cots only).
- 4) Develop on the west side a 50-75 space outdoor encampment that is within a 5-10 minute walk of downtown.
- 5) Develop on the east side a 50-75 space outdoor encampment that is within a 5-10 minute walk of downtown.

B) Characteristics of Outdoor Encampments: Required utilities would include water, portable toilets, and dumpsters. It would be preferable to also have portable showers, electricity, lighting, and fencing. Definite security plans would be required.

C) Services to be Available: A full array of services including health, employment and support services should be provided for both the indoor and outdoor facilities.

5) IMMEDIATE ACTION ITEMS

- A) Obtain a 30-day extension on the current overflow shelter.
- B) Establish locations for the short-term facilities that are proposed. Subsequent studies will be needed to establish sites for the intermediate facilities.
 - 1) Groups that need to be consulted should include east and west side business associations, neighborhood associations, homeless campers, and the service providers.
 - 2) These groups should bear the onus of finding appropriate sites rather than the social services providers alone.
- C) Develop a financing strategy to fund the short-term and intermediate term facilities. Though specific costs cannot be determined until sites are located, it needs to be acknowledged that financing will require the participation of the City, County, United Way, and the business community.
- D) Prepare to ensure a full array of supporting services are available, to assure the temporary nature of these facilities, and to protect neighboring activities:
 - County: alcohol and drug treatment, mental health treatment, health care, case management and other community action services, and sanitation.
 - City: police security, fencing, garbage, water, and land use siting.
 - PIC and Oregon Employment Service: job training and placement.
 - AFS, Social Security, VA, Vocational Rehab: available assistance.
- E) Find an available 50-100 unit SRO by July 1 for a federal Moderate Rehab Section 8 SRO application to serve older chronic alcoholics.
- F) Extend housing goals into all Urban Renewal Districts to provide low cost housing opportunities.

Program: Local Film Coordination.

The DES Right of Way Permits Manager serves as the Multnomah County Film Commission, Regional Film Coordinator, and metropolitan area film coordinator to attract and assist in smoothing the way for productions of feature films and commercials.

-Works with the State Film Office/Department of Economic Development to market Oregon and the Portland area.

-Assists visiting producers to scout locations.

-Arranges meetings with appropriate local officials to arrange filming locales and resolve attendant problems.

-Provides information about local production resources.

-Coordinates availability of Multnomah County facilities for productions: bridges, parks, County buildings, etc.

Key Measurable Objective:

Attract feature film and commercials production as an economic benefit.

OTO _____

Ongoing Program _____ x

Funded Level. \$5100.00 for FY 1989-90 for travel, advertising, supplies, and service reimbursement to the Road Fund.

Progress Report.

-\$22 million spent in 1989 in the metropolitan area by outside feature film and commercial productions.

-Working with State Film Office, State OED, and Monte Productions to locate a facility in Wilsonville to become a studio for production base of one and potentially three television series(creating up to 200 jobs and annual expenditures of \$80 million).

-Working with local companies to set up an Oregon Film and Video Industry Council. (The metro area has a growing indigenous film and commercial production industry: Will Vinton, Jim Blashfield, et al.)

-Working with Washington County and Clackamas County to help establish their in-house film coordinators.

-Current production: NBC Movie of the Week with William Devane and Patrick Duffy, now completing shooting the full movie here. This production switched from San Francisco.

-Upcoming production: filming starts in June for another NBC Movie, relocated from Boston and using Portland and Forest Grove sites to represent Boston and Bedford locales.

-Upcoming production: Arnold Schwarzenegger film located in Astoria with some filming in Portland.

-Pending productions: two Cable TV films have been recommended for production here after scouting assistance from County Film Coordinator.

Program: CDBG Transition.

The Multnomah County CDBG program achieved urban county "entitlement" status five years ago by forming a consortium with the small cities: Gresham, Troutdale, Fairview, Wood Village, Maywood Park, and Lake Oswego (the small portion extending into this County) - to meet a population requirement of 200,000.

Since then the consortium population has dropped below 200,000 due to Portland annexations, and we are entering a two year phase down of funding. Also through annexations, the City of Gresham has increased in population beyond 50,000, and is beginning its own "entitlement" grant status.

Having "entitlement" level funding enabled the formation of a staff with expertise in the broad spectrum of general and special needs housing services, related social programs, and supporting public works infrastructure. With this staff expertise funded by block grant money we have been in a position to go after other funding from a variety of HUD programs and from community services sources for special needs housing.

Key Measurable Objectives:

-Achieve a smooth phase down as funding is reduced by maintaining adequate staff beyond the final 1991-92 "entitlement" year - to probably 1993-94, for wrap-up of all prior grant years and projects to satisfaction of HUD audits.

-Successfully complete the two year contract to administer the start-up of Gresham's CDBG program.

-Beginning in FY 1991-92 make successful applications for CDBG grants to the State for mid-county residential sewer connections.

-Continue the banking functions for collection of housing rehabilitation loans, possibly recycling into new projects.

-Achieve an organization transfer of the Community Development Division from DES during FY 1990-91 into DHS, for a merger of the County's housing functions - to retain as much of our housing expertise as possible, in recognition that housing is a community issue of broadening scope, and will be an on-going concern of County Government.

Progress Report:

-East County cities, through the CDBG Policy Advisory Board have been advised of the purpose of organization changes.

-Initial discussions have been held and agreement reached between DES and DHS Directors on the need for function transfers and merger.

**PRETRIAL DRUG TESTING PROGRAM
SUMMARY, RESULTS, AND CONCLUSIONS**

**MULTNOMAH COUNTY
COMMUNITY CORRECTIONS DIVISION
CARY HARKAWAY, ACTING DIRECTOR**

MAY, 1990

I. INTRODUCTION

Our Pretrial Drug Testing Program (DMDA) started its developmental phase in July 1987 and began operating in January 1988 with a \$325,000 Federal grant. Multnomah County was one of three sites (later expanded to six sites) selected to replicate a pretrial drug testing program in Washington, D.C. that had demonstrated a reduction in pretrial FTA and re-arrest rates.

As originally developed, the program involved two components:

1. An initial drug test, in custody, prior to arraignment.
2. Drug testing as a condition of pretrial release for detainees with indications of drug use (positive test in custody, self-report, history, or current drug charges).

Program responsibilities were shared among several cooperating agencies:

Community Corrections Division: planning, coordination, and administration; management of database and reporting.

Pretrial Release Intake Unit (State Court Administrator's Office): client screening.

Pretrial Release Supervision Program (State Court Administrator's Office): client supervision; tracking drug test results; responding to program violations.

Close Street Supervision Program (Sheriff's Office): client supervision; tracking drug test results; responding to program violations.

Burnside Projects: client supervision; tracking drug test results; responding to program violations.

TASC of Oregon: collection and laboratory analysis of specimens.

II. EARLY PLANNING ISSUES

- A. Building program support; achieving interagency coordination.
- B. Designing program to be a constructive response to drug abuse, rather than a punitive response.
- C. Designing program to be minimally disruptive of pre-program procedures.
- D. Designing a database and data collection procedures.
- E. Choosing urinalysis technology.

III. Resolving Constitutional Issues

The courts have held that drug testing is a warrantless search. In order to determine whether that search is constitutional, the following factors must be evaluated: the government's interest, the nature of the search, and how the results of the search are used. We spent several weeks discussing these issues with County Counsel before the program became operational.

- A. Is a warrantless search justified? Is the government's interest really compelling?
- B. Can the courts require testing when there is no individualized suspicion of drug use?
- C. Is voluntary participation really voluntary?
- D. Does the program seek informed consent?
- E. Is the collection of urine specimens an excessively intrusive invasion of privacy?
- F. Does the program violate a detainee's Fifth Amendment protection against self incrimination?
- G. Are the test results valid?

IV. Implementation Issues

- A. Maintaining program coordination.
- B. Developing sanctions in an environment of limited jail space.
- C. Developing access to treatment in an environment in which lengthy waits for service are the norm.
- D. Securing the full support of the court.
- E. Responding to the high cost and limited utility of the in-custody screening tests.
- F. Need for a control group to properly assess program impacts.
- G. Reducing data transcription and client processing errors.
Reducing no-show rate.

Beginning 7/1/89, pretrial supervisors collected specimens and transported them to the TASC lab, rather than having clients report across town to TASC. This meant that supervision and drug test appointments were combined into one visit. Data management was simplified and the involvement of pretrial supervisors in drug testing gave the drug test requirement added emphasis, resulting in increased client compliance. Also on

7/1/89, we stopped collecting specimens in jail prior to arraignment because we found that only 6% of the clients entering the monitored release program were identified as drug users solely on the basis of the initial in-custody drug test. This allowed us to focus grant resources on pretrial releases.

- H. Resolving technical problems associated with setting up the Hitachi 704 autoanalyzer.
- I. Limiting the target population.

V. RESULTS

Our program was evaluated by Stefan Kapsch and his associates at Reed College under a separate Federal grant. They produced several reports which helped us make program modifications, particularly the changes made on July 1, 1989. Those changes were so significant that we can look at the post- 7/1/89 program as a separate entity from the pre- 7/1/89 program.

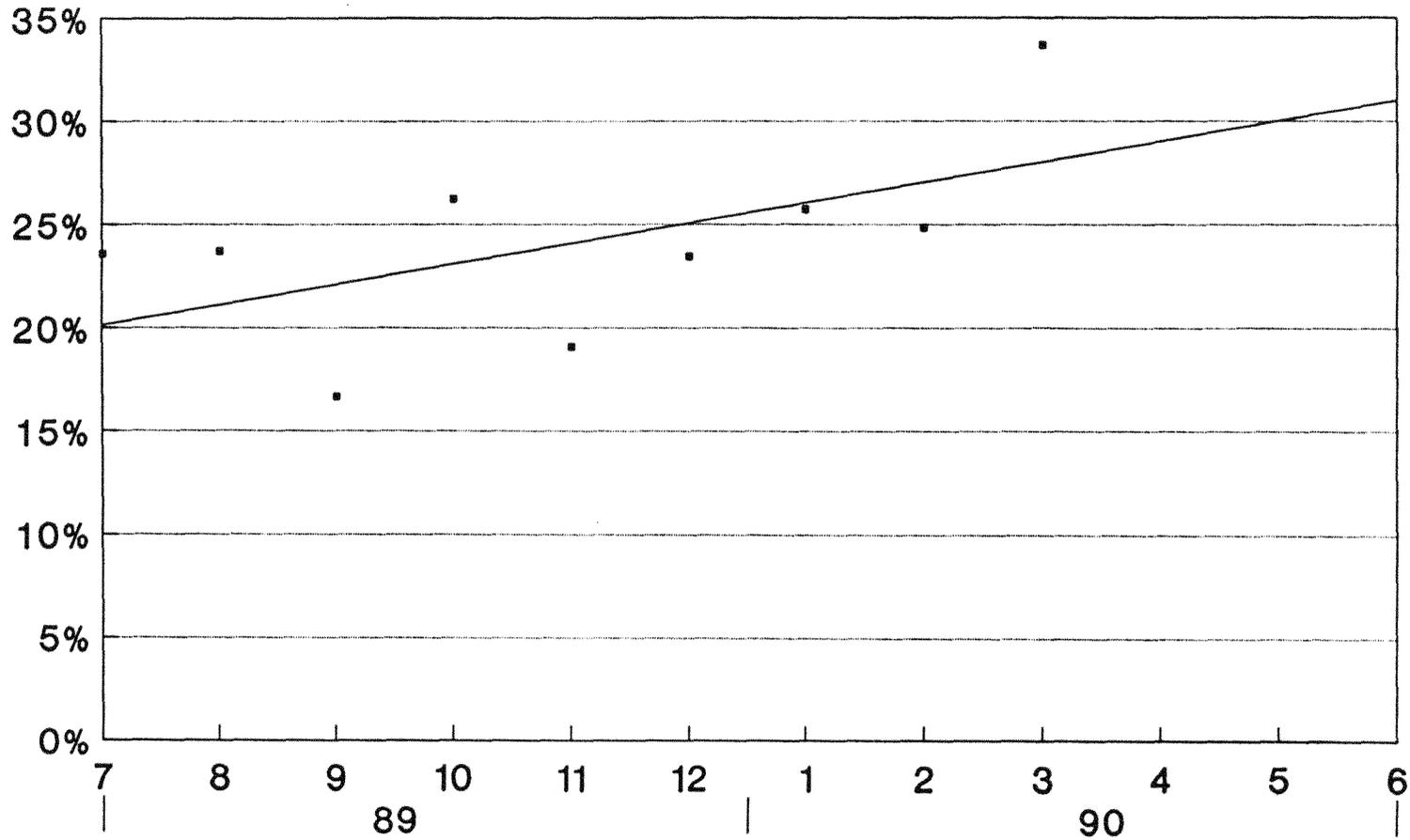
As for the original program, we were unable to establish a statistically significant correlation between drug testing and FTA/re-arrest. Participants in drug testing had an FTA/re-arrest rate of about 70%, compared to a control group FTA/re-arrest rate of about 60%. The analysis was, however, less than conclusive because only 30% of the participants were involved in 3 or more drug tests. Client non-compliance resulted in less than half the referred population ever being tested after release from jail. Most clients did not keep their scheduled drug testing appointments. Not only did this chronic rate of non-compliance reduce any impact the program might have on FTA, but it also greatly reduced the ability of the evaluators to assess the impact of monitoring, since so little testing actually took place.

Problems related to client non-compliance were generally resolved through the program modifications that took effect on 7/1/89. In the post- 7/1/89 program, almost 60% of the participants were tested 3 or more times. Participants in drug testing had an FTA/re-arrest rate of about 34%, compared to a control group FTA/re-arrest rate of about 60%.

	Post- 7/1/89 Monitored Clients	Control Group
FTA/Re-arrest Rate	34%	60%

We are encouraged by this data and feel that it demonstrates the need to give programs time to develop and mature. In fact, the graph on the following page illustrates a significant trend. Over the last nine months, we have seen a gradual increase in the percentage of clients who entered the program as drug users and terminated as drug-free. These clients made all their court dates and tested clean on their last three tests.

DMDA DRUG-FREE TERMINATIONS: TREND LINE



—•— POS. TERM/CLEAN UA'S

EXCLUDES ADMIN. CLOSURES/DISMISSED CASES

Looking at the post- 7/1/89 program, data reveals further indications of the link between drug use and FTA/re-arrest. About 53% of the clients with positive terminations from pretrial supervision (made all their court dates; no re-arrest) tested clean on at least 75% of their tests, compared to 26% of the clients with negative terminations (FTA; re-arrest).

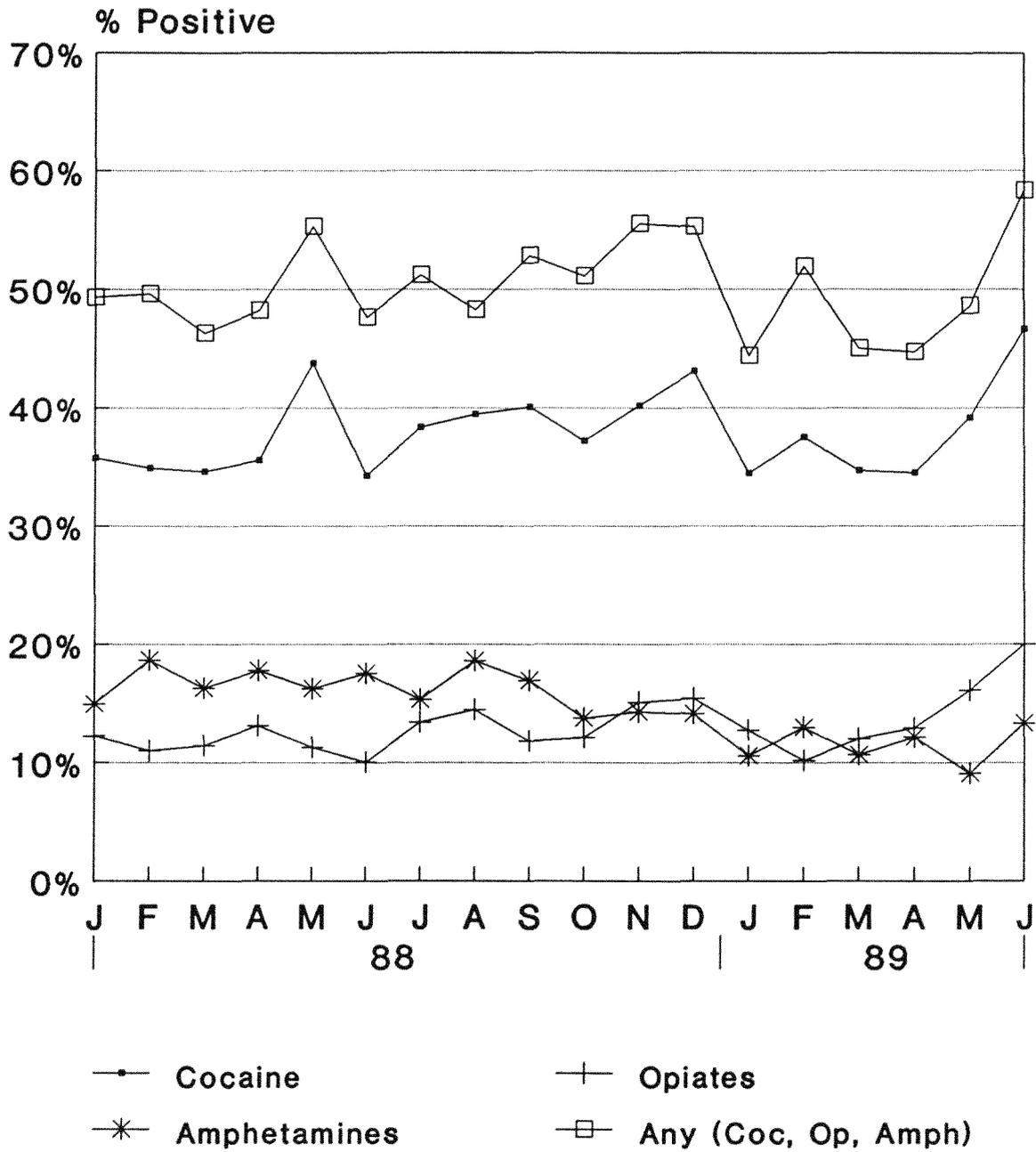
	Positive Terminations n=347	Negative Terminations n=228
75% or more of tests are clean	53%	26%

A cautionary note: Because of contract deadlines, our evaluators were not able to subject post- 7/1/89 data to the same rigorous analysis that was applied to pre- 7/1/89 data. They are exploring funding alternatives with the Federal government for continuing their evaluation.

VI. ADDITIONAL BENEFITS FROM THE PROGRAM

1. The project provided us with quantitative data for program planning. We used DMDA data to project the demand for treatment and monitoring services. We consider this data, along with the quarterly DUF data to be the most accurate indicator of local drug use trends. Program data enabled us to track substance abuse among arrestees for an 18 month period, complementing the quarterly DUF data. (See the graph on the following page.)
2. We have used DMDA funds, and the resulting strengthening of our justice system, to leverage additional grant support. In 1988, we received a \$559,000 grant from the state's share of the Federal Anti-Drug Abuse Act block grant program. That grant was continued in 1989 and 1990. The funds were used to establish an intensive supervision unit focusing on high risk offenders with drug problems and to contract for dedicated treatment and monitoring services. Obviously, we have learned a great deal about drug testing through our DMDA program. We were able to use that experience to set up a post-trial testing component without any major difficulties.
3. DMDA has helped us take local interagency cooperation to a new level. In Multnomah County, the project has involved the Community Corrections Division, the Pretrial Release Office, the Office of the Court Administrator, the Sheriff's Office, TASC of Oregon (a private nonprofit), and Burnside Projects (a private nonprofit). The program required more than simple cooperation. It was necessary for us to integrate and jointly plan our staffing, operations, budgets, and data collection. We are confident that this experience will prove valuable in future program efforts. In fact, we have already begun to see systemic improvements in planning, communication, and data sharing.

Pretrial Drug Testing



Multnomah Co. Community Corrections Div

4. Our DMDA effort required the development of an MIS to serve operational and research needs. All of the agencies involved have gained an understanding of the role that data management should play in program development, operation, and evaluation. The lessons learned have carried over into several program areas.
5. The data and research requirements of DMDA required a well planned quality assurance component. The QA effort has contributed to the credibility of the program and to the participating agencies.

VII. CONCLUSIONS

1. It appears that drug testing can have a positive impact on pretrial behavior.
2. We believe that drug testing improves the quality of case management by providing accurate, timely information for the following purposes:
 - a) early detection of substance abuse
 - b) confront clients with their behavior
 - c) early intervention
3. To be effective, a drug testing program should target a specific high risk population and have treatment and sanction resources available. Our results were obtained with minimal resources.
4. Pretrial drug testing is expensive. Funding authorities will have to decide whether the marginal improvement in FTA/re-arrest rates is worth the cost.

VIII. THE FUTURE

We are anticipating submitting a proposal to BJA for a drug testing program that links pre- and post-trial supervision. We would target high risk and special need clients and we will be requesting grant support for substance abuse evaluation and referral capabilities (an outgrowth of discussions with DHS).

**STRUCTURED SUPERVISION PROGRAM
SUMMARY, RESULTS, AND CONCLUSIONS**

**MULTNOMAH COUNTY
COMMUNITY CORRECTIONS DIVISION
CARY HARKAWAY, ACTING DIRECTOR**

MAY, 1990

I. INTRODUCTION

- A. Community sanction program targeting high risk, drug abusing felons.
- B. Program integrates supervision, surveillance, and treatment. All components were developed together to serve specific target population.
- C. Structured Supervision includes an Intensive Supervision Unit, intensive outpatient drug treatment, drug testing, and priority access to other Community Corrections programs.
- D. Implemented 7/88 with \$568,000 Federal block grant.
- E. Originally a joint undertaking of Oregon DOC and Multnomah County Community Corrections Division.
- F. Community Corrections Division assumed full responsibility for the program in 7/89.
- G. The program serves approximately 360 clients yearly.
- H. A control group was established to help us assess the effectiveness of the program.
- I. Objective: Reduce recidivism and drug use among target population.

II. INTENSIVE SUPERVISION UNIT

- A. **Admission Criteria:** Fixed criteria for criminal history, offense severity, and drug abuse history to insure that high risk felons are served.
- B. **Staffing:** Six probation officers; maximum 30 clients/caseload.
- C. **Referrals:** Cases are referred by Diagnostic Center staff evaluating new cases, or by Parole and Probation officers with existing cases assessed to be at risk of revocation.
- D. **Length of Stay:** Minimum of six months; maximum of one year.
- E. **Frequency of Contact:** At least twice per week (including one home contact), which exceeds current state and county standards for high supervision cases. The Unit emphasizes surveillance.
- F. **Successful Completion:** To successfully complete the program, clients must have no criminal activity, participate satisfactorily in a course of drug treatment, and remain drug-free for six weeks prior to the completion of treatment.

- G. **Sanctions:** In addition to the threat of incarceration (which is a very real threat for this target population) officers can use curfews, home detention, and stringent enforcement provisions. Contact and urinalysis schedules can also function as sanctions.

III. INTENSIVE OUTPATIENT DRUG TREATMENT

One of the unique aspects of Structured Supervision is the degree to which the supervision and treatment components are integrated.

- A. Intensive treatment is provided through a contract with ASAP.
- B. Group counseling schedule:
- First 6 weeks: 4 1/2 hours of group counseling plus one self-help meeting per week.
- Second 6 weeks: 3 hours of group counseling plus one self-help meeting per week.
- Last 5 weeks: 1 1/2 hours of group counseling plus one self-help meeting per week.
- C. Women's groups are available.
- D. Minimum of one individual session per week.
- E. Individual treatment and discharge plans developed with clients and their probation officers.
- F. Regular staffings include both Intensive Supervision Unit (ISU) officers and ASAP treatment counselors.
- G. ASAP provides ongoing training for ISU officers in drug abuse issues.
- H. Treatment, supervision, and urinalysis information are shared between ISU officers and ASAP treatment counselors.
- I. ISU clients also receive priority enrollment status at other Community Corrections programs:
- Volunteers of America Women's Residential Center
 - Willamette Employment Resource Center
 - DePaul Treatment Center
 - CODA (Alpha House Residential Treatment)

IV. DRUG TESTING

- A. Randomly scheduled drug testing is provided through a contract with TASC.
- B. Clients are required to provide at least one specimen per week.
- C. Results are faxed back to the ISU within 24 hours.

V. CLIENT PROFILE

- A. 420 clients enrolled since 7/88

B. Sex:

Male	358	(85%)
Female	62	(15%)

C. Race:

White	Black	Hisp	Nat Am	Asian/Other
253	140	12	11	4
60%	33%	3%	3%	1%

D. Risk Rating (Using DOC History/Risk Score)

Poor	Marginal	Good	Excellent
128	186	60	45
31%	44%	14%	11%

E. Offense Class

Class A Felony	Class B Felony	Class C Felony
125	149	146
30%	35%	35%

F. Criminal Justice History

Average # Felony Convictions	4.7
Average # Misdemeanor Convictions	3.5
Average # Total Convictions	8.2
Average # Parole/Probation Revocations	1.9

VI. EFFECTIVENESS OF INTENSIVE OUTPATIENT DRUG TREATMENT

In 1989-90, the percentage of clients engaging in treatment at ASAP who successfully complete treatment is 37%. This compares favorably

with the successful completion rate of other treatment programs. Our results are impressive considering that our treatment clients are generally not very stable in the community.

One area for potential improvement is getting referrals to stay in treatment after their initial assessment and evaluation. About 22% of enrollees do not actually engage in treatment.

VII. PROGRAM EFFECTIVENESS

Three groups are included in the program. All are moderate to high risk cases with identified drug problems.

1. Experimental Group: These are new parole and probation cases enrolled in the program.
2. PV Group: These are parole and probation violators enrolled in the program. They were failing under regular supervision prior to enrollment.
3. Control Group: These are new parole and probation cases assigned to regular supervision units.

Program effectiveness is best assessed by comparing the Experimental Group to the Control Group.

	EXP.	CONTROL	PV
Revocations as % of total enrolled	22%	25%	50%
Revocations due to Felony conviction or Felony admitted as % of total revocations	29%	40%	19%
% of cases involved in at least one drug treatment program	97%	68%	95%
% of cases completing at least one drug treatment program	23%	11%	21%
Case status at 6 mos.			
Satisfactory	47%	22%	23%
Problems	17%	29%	8%
Violation Report	3%	12%	17%
Jail Sanction	5%	3%	7%
Abscond/Warrant	25%	25%	43%
Revoked	3%	9%	2%
Total	100%	100%	100%

VII. CONCLUSIONS

Intensive supervision with integrated treatment and urinalysis can be an effective intervention for high risk substance abusers. In such a program, corrections and treatment personnel reinforce each other with shared objectives and a single case plan. We view the Structured Supervision model as the preferred method for dealing with this target population in the community.

ADDENDUM: CASE HISTORIES

Frank S. is a 52 year old Hispanic male who had a heavy heroin addiction from the age of 18. He claims that his a long history of crimes was due to his drug habit. He further stated that no corrections program had ever required him to enter treatment. Frank was referred to ISU in 8/88. He spent seven months in treatment. During his final months of treatment, he got a job.

Probation Officer comment: "Frank was promoted on his job and has remained drug-free. He looks and acts like a totally different person and he his very proud of his progress."

Terrol J. is a 42 year old black male who has been in and out of custody since he was a teenager. He had been an IV drug user for the last 14 years. He claimed to have tried and failed in several treatment programs. After his referral to ISU, he complied with all reporting requirements and had no further incidents of criminal behavior. He completed drug treatment and all of his drug tests have been clean. Terrol has been working steadily at the VA Medical Center. He is now enrolled in the PCC drug and alcohol counseling program and he hopes to become a certified counselor.

Probation Officer comment: "Terrol is a highly motivated individual who has made great progress in controlling his drug problem. He has a high prognosis for success and staying out of the justice system."

Adam C. came to ISU as a probation violator. His probation officer had recommended that he be sent to prison. However, Adam entered and completed treatment, refrained from further drug use, found employment with the phone company. He received an early discharge from probation.

Lori L. came to ISU as a probation violator. When first contacted, she was a transient at Burnside Projects. She had no housing, no job, and a long term cocaine habit. Her probation officer secured housing for her through the YWCA and she then enrolled in drug treatment at ASAP. She completed the program and has stayed drug-free. She is working full time and has her own apartment.

MAY 29 1990

Meeting Date: _____

Agenda No.: INF 3

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM
(For Non-Budgetary Items)

SUBJECT: School District No. 1 Drug Policy Presentation

BCC Informal 5/29/90 BCC Formal _____
(date) (date)

DEPARTMENT Nondepartmental DIVISION County Chair's Office

CONTACT Fred Neal TELEPHONE X-3308

PERSON(S) MAKING PRESENTATION Duane Zussy, Hal Ogburn, Norma Jaeger

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: 20 minutes

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN: _____

BRIEF SUMMARY (include statement of rationale for action requested, as well as personnel and fiscal/budgetary impacts, if applicable):

Informal briefing by DHS personnel regarding potential impact on Multnomah County services of Portland School District's drug policy

(If space is inadequate, please use other side)

SIGNATURES:

ELECTED OFFICIAL Mary McCarty

Or

DEPARTMENT MANAGER _____

(All accompanying documents must have required signatures)

MULTNOMAH COUNTY
1990 MAY 29 11 49 AM
CLERK OF COUNTY

Meeting Date: MAY 29 1990

Agenda No.: Inf 4 (supplemental)

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM
(For Non-Budgetary Items)

SUBJECT: Briefing re: Juvenile Detention Population/Budgetary Problems

BCC Informal TIME CERTAIN 1:30 p.m. BCC Formal _____
5/29/90 (date) (date)

DEPARTMENT Nondepartmental DIVISION County Chair's Office

CONTACT Fred Neal TELEPHONE 248-3308

PERSON(S) MAKING PRESENTATION Fred Neal, Duane Zussy

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: 1 Hour

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN: _____

BRIEF SUMMARY (include statement of rationale for action requested, as well as personnel and fiscal/budgetary impacts, if applicable):

Briefing on Impact of Legislative Emergency Board's deferral of
Action on the Youth Gang Package.

BOARD OF
COUNTY COMMISSIONERS
MULTI-COUNTY
OREGON
1990 MAY 24 PM 12:44

(If space is inadequate, please use other side)

SIGNATURES:

ELECTED OFFICIAL *Glady's McCay*

Or

DEPARTMENT MANAGER _____

(All accompanying documents must have required signatures)

Ardys

MULTNOMAH COUNTY OREGON

DEPARTMENT OF HUMAN SERVICES
7th FLOOR J. K. GILL BUILDING
426 S.W. STARK STREET
PORTLAND, OREGON 97204
(503) 248-3782

BOARD OF COUNTY COMMISSIONERS
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RICK BAUMAN • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

MEMORANDUM

TO: Gladys McCoy, Multnomah County Chair
Liaison Commissioner, Sharron Kelley
Commissioner Pauline Anderson
Commissioner Rick Bauman
Commissioner Gretchen Kafoury

FROM: Duane Zussy, Director
Department of Human Services

DATE: May 18, 1990

SUBJECT: Juvenile Detention Population/Budgetary Problems in the Wake of the
Legislative Emergency Board's Decision to Defer Action on the Youth
Gang Package

As you are aware from our telephone conversation yesterday afternoon, the Legislative Emergency Board's decision to defer action on the Youth Gang Package to their July meeting presents several serious problems for us. Among those are the following:

- . We will be without "Service Fund" moneys to support the community service needs of gang affected youth this summer.
- . We will, at best, be able to sustain the existing Gang Resource Intervention Team (GRIT) by means of a grant through the Governor's Office that does not require E Board action. This team is now handling over 200 seriously gang involved youths with three counselors and, when school lets out, their case load is certain to soar.
- . Over the past four months, our average daily population in detention has climbed from 45 to 64. We have covered this dramatic work load increase by reassigning workers from the Intensive Supervision Unit and by overutilizing our on-call gang workers pool. We had anticipated that the funding from the E-Board for full staffing of an additional detention unit for the 30 Day Detention Program would make us whole and allow us to finish this current year within budget. This no longer is possible. It will be difficult to cover costs through June 30 without either a prompt reduction in the population or contingency funding to cover excess staffing.

Memo to the Board of Commissioners
May 18, 1990
Page 2

- . Judge Bergman feels that very little relief may be possible through population reduction in the absence of the alternative supervision programming and community service funding anticipated from the E-Board. She will be prepared to review these matters with you at an Informal briefing on May 29th.

The Governor's Office and Children's Services Division Director Bill Carey have agreed to meet with us next week in an effort to explore possible avenues of assistance. We all are deeply concerned over the prospect of increased violence after school lets out and will hopefully have some shared strategies to offer at the Informal briefing the following week.

My staff and I are reviewing our situation internally and will be prepared to present several alternative courses of action with associated costs, benefits, and liabilities when we meet with you on the 29th.

Should you have further questions, please feel free to call me accordingly.

cc: Judge Linda Bergman
Linda Alexander
Jack Horner
Paul Yarborough
Jim Emerson
Bob Nilsen
Grant Nelson
Ginnie Cooper
Kathy Page
Chip Lazenby
DMG



MULTNOMAH COUNTY OREGON

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MEMORANDUM

TO: County Chair Gladys McCoy
Commissioner Pauline Anderson
Commissioner Rick Bauman
Commissioner Gretchen Kafoury
Commissioner Sharron Kelley

FROM: Duane Zussy, Director *Duane Zussy (ac)*
Department of Human Services

DATE: May 29, 1990

SUBJECT: Juvenile Detention Space Crisis and Impact of the Legislative
Emergency Board's Deferral of Action on the Youth Gang
Demonstration Project

I. BACKGROUND

As a result of recent Legislative Emergency Board (E-Board) action and an increasing rate of severity of juvenile crime, Multnomah County is facing two distinct crisis situations.

Crisis #1 was precipitated by last weeks E-Board deferral of the Governor's \$15.1 million Drug Control package. Included in this package was a \$1.1 million state general fund appropriation that was to be used for local detention space and community correctional services for gang involved youth in Multnomah County. This \$1.1 million was to be "matched" with a \$750,000 allocation from the Children's Services Division to create a comprehensive \$1.9 million project that would provide better protection for the community from gang involved youth, reduce the number of youth being committed to the McLaren School for Boys, and stem the tide of Black males flowing into juvenile correctional facilities. This package included funding for a 30-day detention program, an increase in the number of probation officers available to supervise gang youth, House of Umoja, and community corrections services.

The anticipated May action by the E-Board would have allowed a summer implementation schedule and enabled the juvenile justice system to keep abreast of the expected summer increase in youth gang activity. A July allocation by the E-Board delays the first phase of program start-up until Fall, after youth are back in school.

Two political factors that threaten this allocation and should not be ignored are:

- o E-Board allocations made later than July require special action to be included in the state base budget for the subsequent biennium.
- o All E-Board reservations to be considered in July will be competing with an estimated \$14 million Corrections deficit reduction plan.

Crisis #2 has been precipitated by a significant increase in the number of youth detained at the County's Donald E. Long Detention Facility. This is due to an increase in the juvenile crime rate that started in January, changes in average length of stay at our detention facility, and a heightened focus on youth gangs by probation and law enforcement. Currently, the Juvenile Justice Division is spending \$17,188 per month or 17.9% more than has been authorized for this function to cover the costs of overtime, etc. Additional costs for extra food, laundry, etc., affect the Sheriff's budget but still impact the County General Fund.

There is no question that these problems are related but we are asking you to consider the solutions separately. The problem of an overflowing juvenile detention facility is one that must be addressed by County resources or BCC action that would establish a capacity limit on the detention facility and allow operation within budgetary constraints. It should be noted that an expedited allocation from the E-Board would ease but not eliminate this problem.

The path to resolution of the problems caused and exacerbated by the E-Board deferral of action on the Youth Gang Demonstration Project lies through negotiation with the Governor, the legislature, and state Children's Services Division.

Specific recommendations in both of these areas are outlined later in the memo.

II. RELEVANT FACTS (See attached charts for more detailed information)

- o 2,843 youth were admitted to detention in 1989. 3,342 (a 15% increase) are projected to be admitted in 1990, based on first quarter data.
- o Juveniles spent a total of 12,004 days in detention in 1988, 14,092 in 1989, and are projected to spend 14,814 days in 1990.
- o A comparison of yearly first quarter bed day usage indicated a 35% increase from 1987 to 1989.
- o The average monthly population of boys held in detention rose from 31 in 1988 to 37 in 1989, to 47 in 1990. Budgeted capacity is 24.
- o The peak daily population of boys held in detention has risen from 48 in 1988, to 58 in 1989, to 64 in 1990. Budgeted capacity is 24.

- o Multnomah County's Gang Resource Intervention Team (GRIT) is now tracking 187 gang involved youth who have been charged with 1,804 separate crimes.
- o From 1987-1989 the juvenile crime rate for offenses involving weapons and drugs increased over 200%. Other serious crimes against people are up even more dramatically.

III. RECOMMENDATIONS

Largely as a result of youth gang activity, Multnomah County's Juvenile Justice System cannot continue as it is without additional resources. The juvenile detention facility is operating above budgeted capacity, community-based correctional services in general are underfunded, and culturally appropriate community programs for minorities and Black males in particular, are virtually nonexistent.

I have attached a detailed report from Hal Ogburn that documents the serious overpopulation problem we are now facing and suggests four possible courses of action. In light of Mr. Ogburn's analysis and the uncertainty of future E-Board action, I offer you the following recommendations:

- 1) The BCC should seek the assistance of the Multnomah County's legislative delegation, legislative leadership and the Governor to gain approval of the Youth Gang Demonstration Project as soon as possible. It is understood that this will not solve the detention population crisis, but will, through the creation of some additional bed space and community services, ease the situation.
- 2) The BCC should authorize staff to accelerate the Youth Gang Demonstration Project's implementation timetable, as soon as a reliable indication of the approval is evident.
- 3) To address the immediate detention space crisis, the BCC should appropriate available county general funds to provide, in order of priority, additional on-call detention personnel, close supervision staff, supervised work crews staff, and expand the Gang Resource Intervention Team.
- 4) The BCC should set a detention capacity limit of 30 youth, unless funding is available per the above recommendation. This "cap" could be increased as additional resources become available. This recommendation will result in matrix release of 20 to 40 youth per day, and have serious public safety and county liability implications.

Attachment



MULTNOMAH COUNTY OREGON

DEPARTMENT OF HUMAN SERVICES
7th FLOOR J. K. GILL BUILDING
426 S.W. STARK STREET
PORTLAND, OREGON 97204
(503) 248-3782

BOARD OF COUNTY COMMISSIONERS
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SHARRON KELLEY • DISTRICT 4 COMMISSIONER

MEMORANDUM

TO: Duane Zussy, Director
Department of Human Services

FROM: Harold Ogburn, Director
Juvenile Justice Division

DATE: May 24, 1990

SUBJECT: Juvenile Detention Population Crisis

Problem: Due to the increase in the number of youth detained at the Donald E. Long Home, the Detention Program and the Juvenile Justice Division is now operating at 17.9% over our base monthly staffing cost for this operation. In hard dollar terms, this means we are spending approximately \$17,188 per month more than we are authorized to spend for this function, and it will continue to get worse after July 1, 1990. The additional costs for excess food, laundry, etc. would show up in the Sheriff's budget rather than ours, but still represent an unbudgeted impact on the county general fund.

More importantly, we are being forced into increasingly questionable detention practices that cannot be allowed to continue unabated.

History: The Juvenile Justice Division has experienced a steady growth in the detention population over the past three years culminating in critical overpopulation problems during the first four months of 1990.

The total number of custody days (a 24-hour period of time a youth is in detention) increased over the past three years from 11,187 in 1987 to 12,004 in 1988, and 14,092 in 1989. Based upon the first four months of 1990, the custody days are projected to approach 14,814 by the end of the current year (Please see chart on page 6).

The average daily population in detention has steadily increased over the same three-year period as follows: 37 youth per day in 1987, 40 per day in 1988, and 44 per day in 1989. During the first four months of 1990 the average daily population has been 51. Peak populations for boys has been as follows: 44 in 1987, 49 in 1988, 56 in 1989, and so far in 1990, 64 boys (Please see page 8).

The Detention budget for the current year is predicated upon the assumption that we would operate one 24-bed Boys Unit and one 10-bed Girls Unit. Additionally, funds were allocated to hire enough on-call group workers to allow us to operate the second Boys Unit on an intermittent basis in order to manage surges in the population of the size and frequency we have historically experienced. The Detention budget also assumes the inclusion of \$322,908 which we receive from Clackamas and Washington Counties for use of 12 beds per day, 365 days per year.

The population surges become more frequent, the "exception" has become the norm. The second Boys Unit has become operational with increasing frequency until it has now become a permanent fixture.

In order to accommodate these population increases, the Juvenile Justice Division has utilized an inordinate number of on-call workers and has reassigned staff from the Close Supervision program to cover the "extra" detention units. By reassigning staff from the Close Supervision Program, we have reduced the effectiveness of that program, the original intent of which was to provide an alternative to detention for youth who otherwise would remain in custody pending their Court hearing. Four staff were initially assigned to Close Supervision, thus giving the program the capacity to serve 48 youth per day. Due to the reduction in staff hours assigned to the Close Supervision Program, the current daily average population served in this way is only 32.25 youth.

Even with a well-qualified on-call staff, it is difficult to operate a detention unit with consistency when we have a number of different individuals working multiple and varying shifts. The level of stress experienced by the full-time staff as well as on-call staff has increased significantly as we have begun experiencing increasing numbers of assaults upon staff by detainees and other similar security problems. All this is exacerbated by the increase in the number of youth within our detention population who are being held for serious violent person-to-person crimes (Please see page 9).

The growth in the detention population has now passed the point at which the Division can continue to absorb the demands placed upon us by this problem. Therefore, we must approach the Board of County Commissioners for a solution to this problem.

Alternatives:

We have developed a series of alternatives for your consideration, any one of which we believe could provide a workable solution to the current detention population problem.

Option #1 - The "Detention Only" Solution:

The Board of County Commissioners could fund two additional Boys Units and increase admissions staffing and medical coverage accordingly.

Facts: This option would cost \$629,236 over and above the currently approved budget for FY 1990/91. It would result in a configuration with the following elements:

- A. Three double-coverage Boys Units
- B. One single-coverage Girls Unit
- C. Capacity of 64 boys and 10 girls

- D. Double coverage in Admissions during high-volume hours
- E. Proportionately increased medical coverage consistent with the population to be housed

Analysis: This option provides immediate relief to the pressing detention population crisis. The availability of 74 beds would allow the Division to reduce the number of children housed in each unit, to separate youth to more appropriately meet their security and safety needs while in custody, to increase security measures and efficiency in the Admissions area, to utilize detention as a sanction for probation violations and to increase both the quantity and quality of the medical care provided to detainees.

Option #2 - The Mixed Detention/Community-Based Alternative Solution:

The BCC could fund one additional Boys Unit as well as appropriate alternatives to detention in sufficient quantity to handle all those for whom such alternatives are appropriate, together with proportionate increases in the Admissions staff and medial services.

This option would cost \$740,182 (\$405,909 for custody resources plus an additional \$334,273 for alternative programs) over and above the current FY 1990/91 budget. It would result in a configuration with the following elements:

- A. Two double-coverage Boys Units
- B. One single-coverage Girls Unit
- C. Capacity of 44 boys and 10 girls
- D. Retain sufficient on-call funds to provide additional staff coverage for difficult groups
- E. Provide for double coverage in Admissions from 5 p.m. to 1 a.m., Wednesday through Saturday
- F. Proportionately increased medical coverage
- G. Create an "Accountability Work Project" for probation violators that would be used in lieu of detention
- H. Fund appropriate mental health services for seriously disturbed youth
- I. Expand drug and alcohol services for chemically dependent youth
- J. Provide prevention/intervention services to gang-affected young women and their infant children

Analysis: This option seeks to provide a "middle ground" between total reliance upon secure custody and allowing the detention program to continue at its present level without the possibility of relief. This option would create additional services that heretofore have not been within the Division's capabilities and should, in the long run, reduce the level of incarceration of young people and begin to mitigate the over-representation of minority youth in the incarcerated population.

Mental health services, expanded alcohol and drug treatment, an immediately accessible work project in lieu of detention and the Intervention Program with females involved in gang activities addresses underlying causative factors of delinquency and provides long-term benefits.

Option #3 - The "Minimal Detention" Solution:

The BCC could fund one additional Boys Unit and increase admissions staffing and medical coverage proportionately.

Facts: This option would cost \$405,909 over and above the current FY 1990/91 budget and would result in a configuration with the following elements:

- A. Two double-coverage Boys Units
- B. One single-coverage Girls Unit
- C. A capacity of 44 boys and 10 girls
- D. Retain sufficient on-call money to expand staff coverage for difficult groups
- E. Double coverage in Admissions from 5 p.m. to 1 a.m. Wednesday through Saturday
- F. Increased medical coverage
- G. No additional resources for alternatives to detention

Option #4 - The "Population Limitation" Solution:

The BCC is authorized by a recently enacted state statute to set a "Cap" on the detention population consistent with current budgetary constraints and safe detention practices. This would, however, result in "Matrix Releases" of youthful offenders similar to those the Sheriff is forced to make from the Downtown Justice Center.

Facts: This option is the only one which will not cost more than is currently budgeted for FY 1990/91. It would create a configuration with the following elements:

- A. One double-coverage Boys Unit with full-time permanent staff
- B. One double-coverage Boys Unit with on-call staff
- C. One single-coverage Girls Unit
- D. Capacity of 34 boys and 10 girls
- E. Set a cap of 34 boys and 10 girls
- F. Single-coverage Admissions
- G. Current level medical services

Recommendation:

We recommend Option #2.

The combination of an additional fully-staffed Boys Unit, additional Admissions coverage, along with proportionate increases in medical services would bring the Detention Program and staffing levels more in line with the population demands. The addition of programs capable of providing alternatives to detention would be designed to provide accountability through community service and other options rather than through incarceration. Mental health and expanded alcohol and drug services are an essential element in dealing with problems that, if left unchecked, would inevitably lead to incarceration. Services to females, since they have a significant role in perpetuating negative "gang values," must be addressed. Therefore, even though this option is the more expensive in the short run, it would result in the most effective intervention and, thus, the lowest "life cycle" cost for the County.

Discussion:

The detention population crisis must be resolved. We simply cannot maintain the "status quo." The recent news that the Emergency Board has delayed action

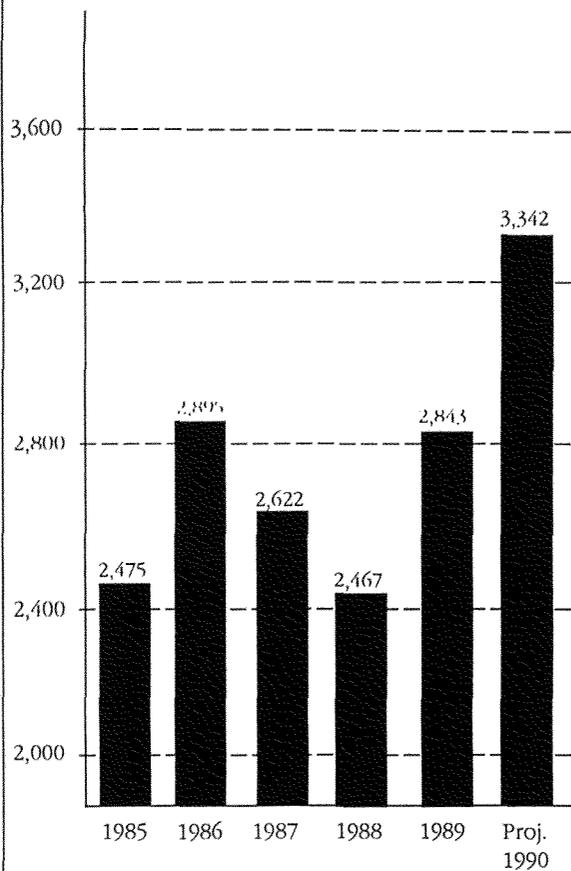
in allocating the \$1.1 million designated to assist Multnomah County in providing programs for gang-affected youth could not have come at a worse time and will only add to our already serious problems.

Although the intent of the programs proposed for funding through the Emergency Board is to provide interventions that will decrease the number of gang-affected youth being committed to the state institutions, it would also have had some beneficial impact upon our current detention crisis. Assuming that we were funded to operate a 30-day Detention Program, we could reasonably assume that six to eight of the youths currently being held in our Detention Center for short periods of time would be eligible for admission to that 30-day program. Thus, the absence of the E-Board funding further exacerbates an already very real and continually growing detention population crisis.

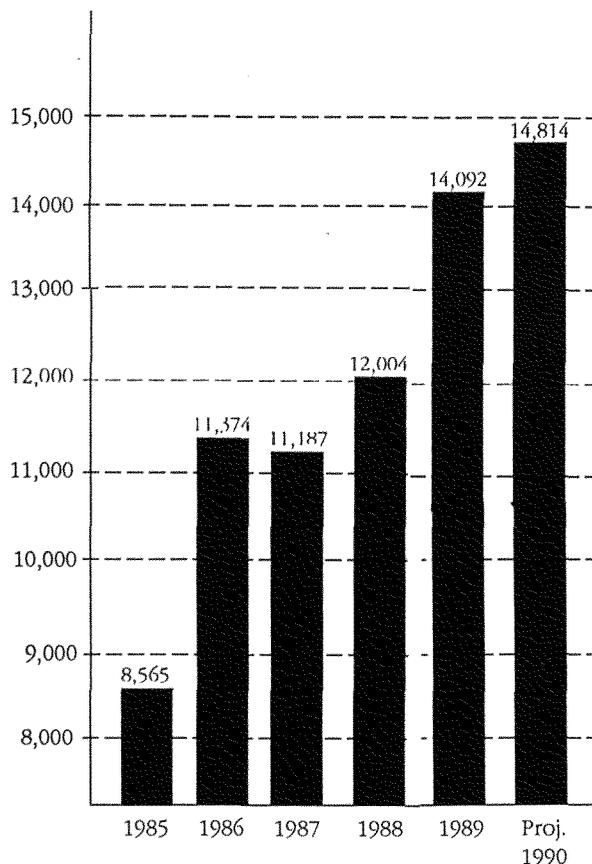
The Juvenile Justice Division is truly on the horns of a dilemma. We cannot continue current detention practices within available funding for all the reasons provided above. Yet, the only affordable option - that of establishing a population cap based upon the current budget - may involve problems that are even less acceptable than those we are currently facing.

We are fully aware of the scarcity of resource experienced by the Board of County Commissioners and are not pleased to be forced to present this unwelcomed news. However, the magnitude of the growing youth gang problem, the unconscionable numbers of minority youths being committed to the secure custody system, and the lack of adequate, safe detention space and alternatives to detention leaves us with no practical alternative but to bring this matter to the Board's attention and seek assistance in resolving these problems.

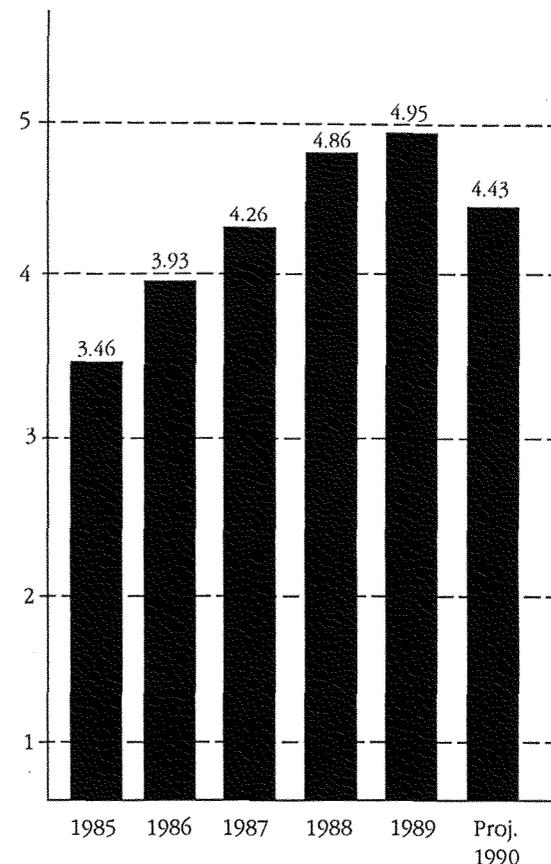
of youth admitted to detention



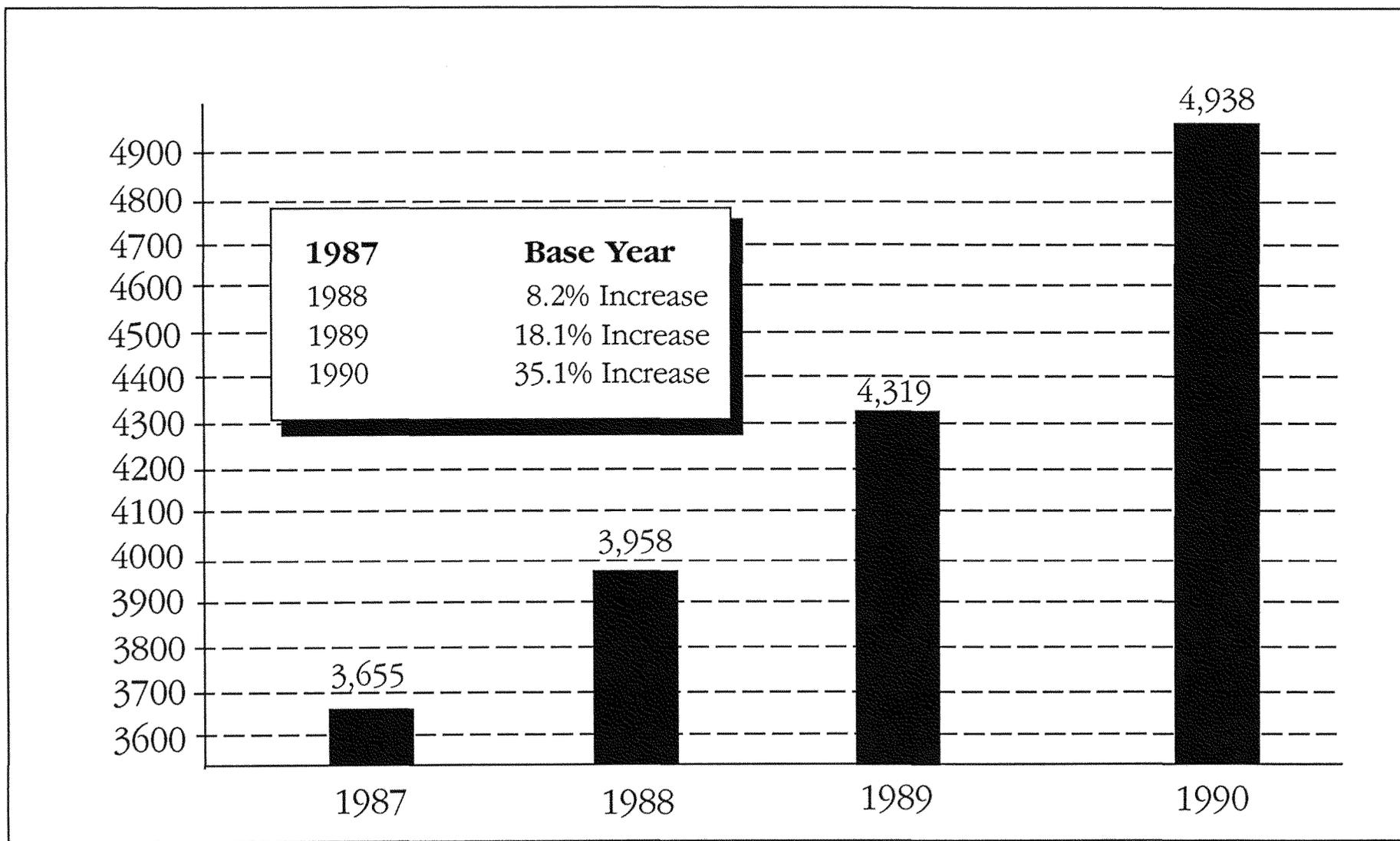
Total Detention Bed Days



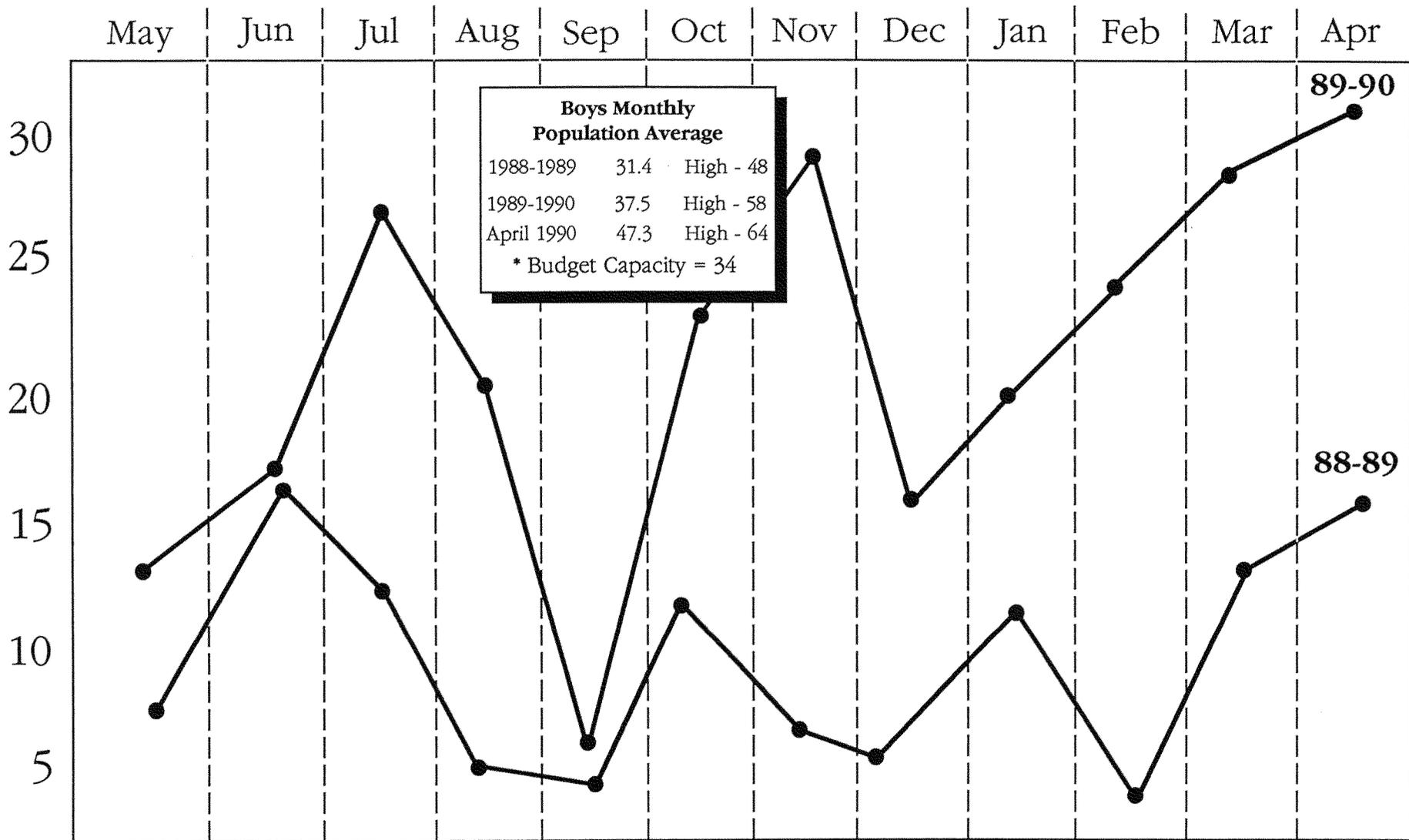
Average Length of Stay (Days)



of detention bed days recorded January - April 1987-1990



of days per month that population in boys units exceeded budget capacity*



8



MULTNOMAH COUNTY

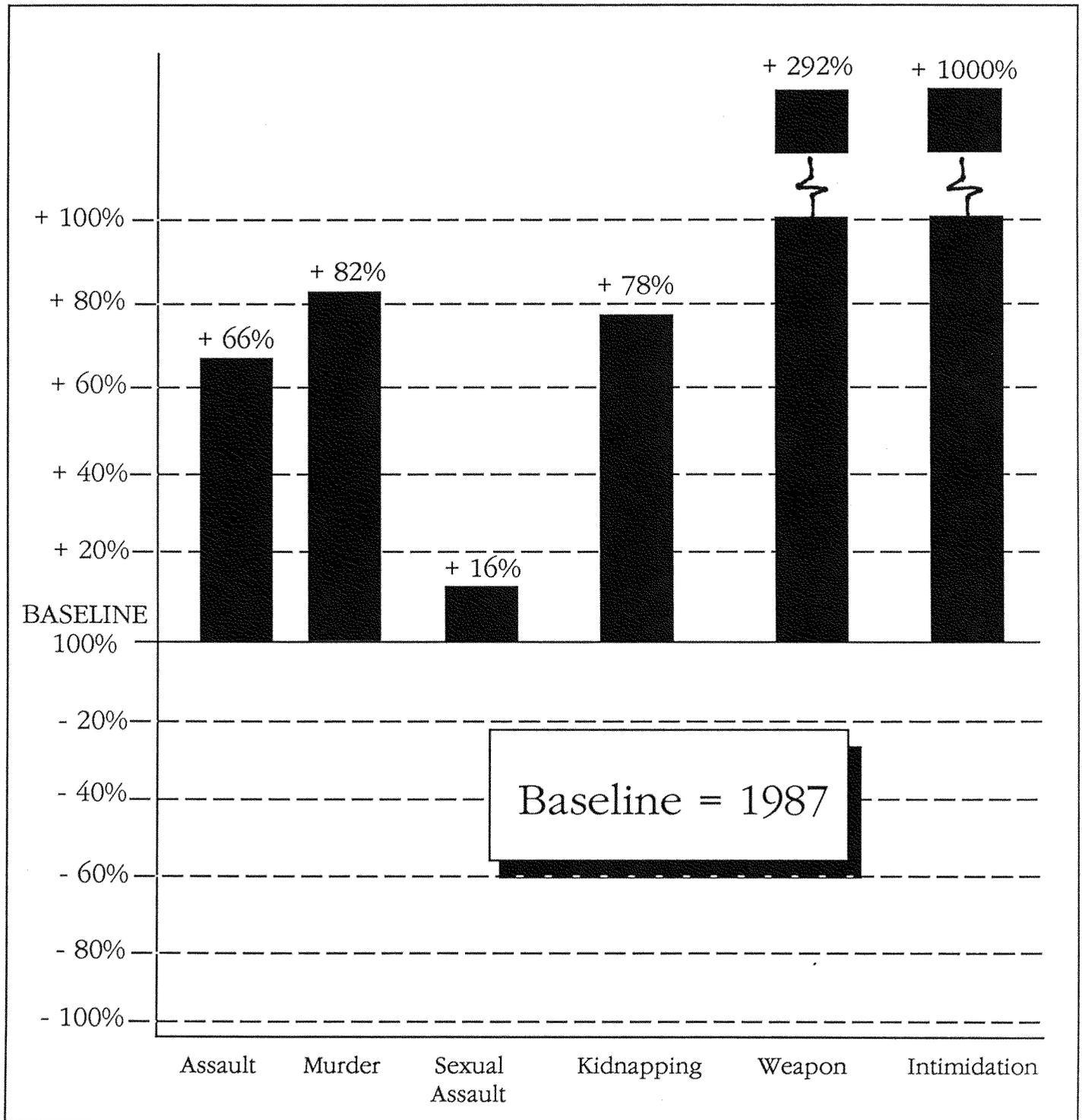
Department of Human Services
Juvenile Justice Division

Equal Opportunity in Employment and Services

5/90

Crimes To People

Percentage Change from 1987 - 1989
Multnomah County

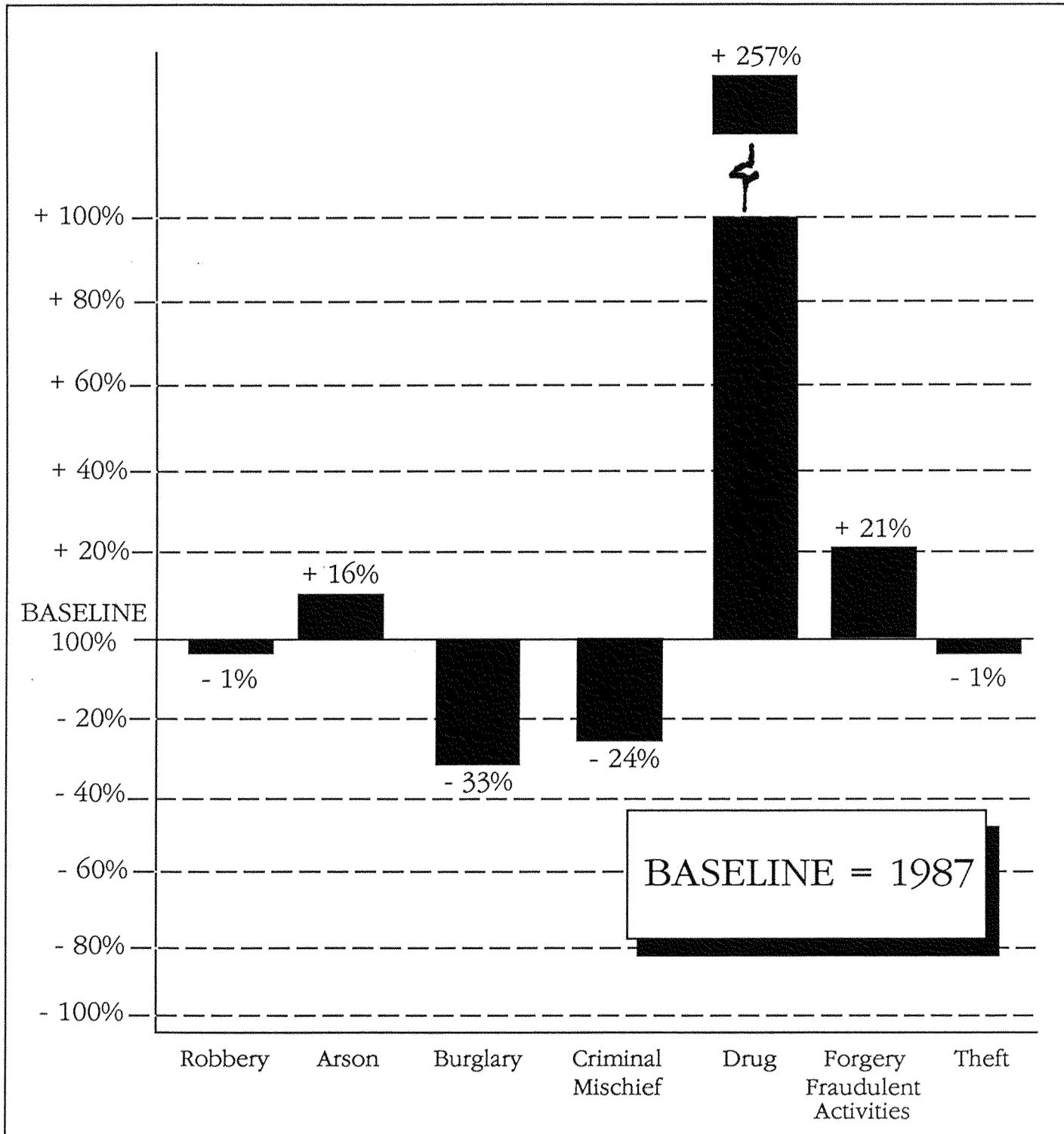


MULTNOMAH COUNTY
Department of Human Services
Juvenile Justice Division

Equal Opportunity in Employment and Services
5/90

Crimes To Property

Percentage Change from 1987 - 1989
Multnomah County



MULTNOMAH COUNTY
Department of Human Services
Juvenile Justice Division

Equal Opportunity in Employment and Services
5/90

Juvenile Justice Division

Profile of Gang Resource Intervention Team Case Load
on May 24, 1990 - 187 Youth

Age: Average age is 16.2 years

Sex: 169 males, 18 females

Race: 110 Black	59 %
41 White	22 %
27 Asian	14.5%
3 Hispanic	1.5%
3 Mixed	1.5%
2 Indian	1 %
1 Other	0.5%

Referrals: These 187 youth have been referred 1,435 times to the juvenile system.

Average number of referrals is 7.7.

Charges: Looking at their overall history with the juvenile system, these 187 youth had 1,804 charges or allegations of which 463 were for felonies, 601 for misdemeanors, and 740 for other allegations such as probation or contract violations, status offenses, ordinance violations, or traffic offenses.

Average number of charges is 9.6.

Past Year Charges from May 1989 - May 1990:

These 187 youth had 912 charges for the period May 1989 through May 1990. These charges include 232 felonies, 254 misdemeanors, 199 probation and contract violations, 161 status offenses, and 66 other (ordinance, traffic, reviews).

Average number of charges during the past year is 4.9.

Daily Population in Boys II Detention Unit on May 20, 1990 - 29

<u>Age</u>	<u>Admit Date</u>	<u>Charge</u>
15	5-19	P.V. - Menacing/UPW
15	5-19	PCS
13	5-18	P.V. UUMV, Attempt Arson I
15	5-18	P.V. - Attempted Murder
14	5-18	P.V. - Arson I
16	5-19	Warrant - FTA Automatic Report, run since 4-20, on probation for Burglary II
15	5-18	P.V. - UUMV
14	3-16	Murder/Arson I
15	5-18	P.V. - Menacing
15	5-15	Warrant - Violated Conditional Release, failed to report for weekend detention
14	3-22	Rape I
15	5-14	UUMV (P.V.)
13	5-14	PCS (I)
14	5-17	Warrant - FTA Automatic Report
13	5-18	P.V. - Burglary II
15	4-17	Harassment (P.V.)
15	4-18	DCS (I)
16	5-11	DCS
14	5-18	P.V. - Criminal Mischief I
14	4-24	P.V. (Runaway CSD) - Sodomy I
16	5-18	P.V. - Assault IV/Menacing
16	5-18	P.V. - Theft I
		Washington County
		Washington County
		Clackamas County
		Clackamas County
		Clackamas County
		Clackamas County
		Can't identify youth

Daily Population in Boys III Detention Unit on May 20, 1990 - 24

<u>Age</u>	<u>Admit Date</u>	<u>Charge</u>
16	5-7	Assault I
15	5-18	P.V. - UUMV, Forgery I, Theft II
15	5-9	P.V. - Public Indecency
17	5-17	Burglary II (P.V.)
17	1-24	Murder
15	2-23	Murder
17	5-18	P.V. - UUMV
17	5-5	Assault I
16	4-18	Menacing/UPW
17	5-15	Violation Condition Release/Burglary II
17	5-1	Arson I/Murder
16	4-27	UUMV (P.V.)
17	5-7	Rape I
17	5-10	P.V. - Robbery III
16	5-17	P.V. - Robbery III
15	5-18	P.V. - Sex Abuse I
16	5-18	Warrant (FTA)
16	5-18	P.V. - UUMV
17	5-18	UUMV
16	5-18	P.V. - Burglary II
		Washington County
		Washington County
		Washington County
		Can't identify youth

Attachment #
Benefits and Liabilities of Each
Option for Correcting Juvenile Detention Overcrowding

Option #1. The "Detention Only" Solution

This option would cost \$629,236 over and above the currently approved budget for FY 1990-91.

Benefits

Short-term community protection

Diminishes the County's potential liability for release decisions

Enhances unit safety and security

Increases medical services

Allows separation of combative youth

Allows age-appropriate separation

Reduces detention staff stress and union conflicts

Allows the continued use of detention as a sanction for probation violators

Increases consistency with the use of full-time, permanent employees rather than on-call staff

Liabilities

Costs \$629,236 above the currently approved FY 1990-91 budget

Encourages a "maximum security" response rather than a "balanced approach"

Fails to address long-term treatment issues

Fails to address causative factors of illegal behavior

Exacerbates the number of minorities held in close custody

Option #2. The "Mixed Detention/Community Based Alternative" Solution

This option would cost \$740,182 above the amount currently budgeted for FY 1990-91.

Benefits

Allows the hiring of full-time, permanent staffs in all units

Increases the consistency of care between units

Enhances the Divison's training capabilities

Increases the unit safety and security

Retains sufficient on-call money to expand supervision when indicated

Increases security and safety in Admissions during selected periods

Medical care improvement

Offers alternatives to detention

Allows intervention services when dealing with the causative factors of delinquency

Liabilities

\$405,909 new resources and \$334,273 for alternative programs

Boys Unit will continuously operate at full capacity

Staff tension and stress will remain relatively high

Limits ability to separate combative youth and/or age-appropriate separation

Limits the use of detention as a sanction for probation violators

Inability to manage any future increases for boys

Option #3. The "Minimal Detention" Solution

This option will cost \$405,909 over and above the current FY 1990-91 budget.

Benefits

Allows the hiring of full-time, permanent staffs in all units

Increases the consistency of care between units

Enhances the Divison's training capabilities

Increase unit safety and security

Retains sufficient on-call money to expand staff coverage to supervise difficult groups

Liabilities

\$405,909 new resources

Boys Unit will operate at full capacity at all times

Staff tension and stress will remain relatively high

Limits ability to separate combative youth and/or age-appropriate separation

Limits the use of detention as a sanction for probation violators

An inability to manage any future increases for boys

Fails to address any long-term treatment issues

Fails to address causative factors of illegal behavior

Continuation of the disproportionate numbers of minorities in close custody

Option #4. The "Population Limitation" Solution

This is the only option that will not cost more than the amount currently budgeted for FY 1990-91.

Benefits

Legislatively mandate through Board action that no more than 34 boys and 10 girls may be detained at any one time

No new dollars required

Liabilities

Community protection may be compromised

Children who require secure custody for their own well being will be released

Unit safety and security remains at current level

Staff stress and tension remains unchanged

No assistance is provided to identify and treat causative factors of delinquency

Litigation between the County and the judiciary may result

Medical services remain below desired level