

ANNOTATED MINUTES

Tuesday, December 1, 1998 - 9:30 AM
Multnomah County Sheriff's Office, First Floor Auditorium
12240 NE Glisan Street, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:40 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Diane Linn and Lisa Naito present.

- R-1 The Multnomah County Board of Commissioners Will Meet in Open Session to Vote on a Possible Option to Purchase Certain Real Property.

COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF R-1. BOB OBERST AND JIM EMERSON EXPLANATION AND RESPONSE TO BOARD QUESTIONS CONCERNING \$200,000 DOWN REFUNDABLE OPTION TO PURCHASE U.S. BANK BUILDING EAST SIDE OF WILLAMETTE RIVER FOR \$19,450,000. FOLLOWING BOARD COMMENTS, OPTION TO PURCHASE UNANIMOUSLY APPROVED.

There being no further business, the meeting was adjourned and the briefing convened at 9:45 a.m.

Tuesday, December 1, 1998 - 9:30 AM
Multnomah County Sheriff's Office, First Floor Auditorium
12240 NE Glisan Street, Portland

BOARD BRIEFING

- B-1 Sheriff's Office Briefing and Work Session to Review Performance and to Discuss Budget Opportunities and Issues. Presented by Sheriff Dan Noelle and Staff.

SHERIFF DAN NOELLE, MEL HEDGPETH, DAVID HADLEY, LINDA CORDES, TODD LAUTENBACH,

KARLAN HUTCHISON, KEVIN PLATT, CURTIS HANSON, ANNA MOANING, LORIANNE FIEDLER, MARY LINDSTRAND, JACKIE JAMIESON, TODD ROBERTS, KATHY WALLIKER, MATT PRUITT, JEANE KING, JON HAASE, DENNIS BRYANT, RANDY KENDALL, LARRY AAB, KATHY PAGE AND BARBARA SIMON PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS, COMMENTS AND DISCUSSION.

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

Thursday, December 3, 1998 - 9:00 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:02 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Diane Linn and Lisa Naito present.

CONSENT CALENDAR

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER LINN, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-14) WAS UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

- C-1 Appointments of Katy Gallagher and Helen M. McCann to the AUDIT COMMITTEE
- C-2 Appointments of Bruce Frazier and Jeffery Anderson to the COMMUNITY HEALTH COUNCIL
- C-3 Appointment of Jim Peninger to the DUII COMMUNITY ADVISORY BOARD
- C-4 Appointments of Arwen Bird, Linda Erwin and Bill Feyerherm to the LOCAL PUBLIC SAFETY COORDINATING COUNCIL

DISTRICT ATTORNEY'S OFFICE

- C-5 Budget Modification DA 99-3 Adding \$23,432 Local Law Enforcement Block Grant Funds for a Legal Assistant Custody Holds Position

PUBLIC CONTRACT REVIEW BOARD

- C-6 ORDER Exempting from the Formal Competitive Bid Process a Contract for the Purchase of Crixivan from Merck, Inc.

ORDER 98-191.

- C-7 ORDER Exempting from the Formal Competitive Bid Process a Contract for the Purchase of Norvir from Abbott, Inc.

ORDER 98-192.

- C-8 ORDER Exempting from the Formal Competitive Bid Process Change Orders in Excess of the 33% Limitation for the Animal Control Remodel Project

ORDER 98-193.

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

- C-9 Intergovernmental Revenue Agreement 9910352 with Centennial School District, 28J, Funding Mental Health Services for Children
- C-10 Intergovernmental Revenue Agreement 9910356 with the City of Portland, Funding Plumbing Repair for Low Income Households

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-11 ORDER Authorizing Execution of Deed D991594 for Repurchase of Tax Foreclosed Property to Former Owner Henry J. Miller

ORDER 98-194.

- C-12 ORDER Authorizing Execution of Deed D991595 Upon Complete Performance of a Contract with Brian D. Parham

ORDER 98-195.

- C-13 ORDER Authorizing Execution of Deed D991596 for Repurchase of Tax Foreclosed Property to Former Owner The Estate of Annie L. Sims

ORDER 98-196.

- C-14 CU 3-98/SEC 12-98 Report the Hearings Officer Decision Regarding Approval, with Conditions, of a Conditional Use Permit and a Significant Environmental Concern Permit for a Single Family Dwelling on Lands Designated Commercial Forest Use for Property Located at 7547 NW SKYLINE BLVD., PORTLAND

REGULAR AGENDA

PUBLIC COMMENT

- R-1 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

NO ONE WISHED TO COMMENT.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-2 NSA 16-98 Report the Hearings Officer Decision Regarding Denial of an Appeal Requesting the Placement of Rip Rap on Slopes Exceeding 30% and the Replacement of an Existing Structure for Property Located at 1785 SE HISTORIC COLUMBIA RIVER HIGHWAY, TROUTDALE and Request that a De Novo Hearing be Scheduled for 9:30 am, Tuesday, January 12, 1999, with Testimony Limited to 20 Minutes per Side

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER LINN, IT WAS UNANIMOUSLY APPROVED THAT A DE NOVO HEARING IS SCHEDULED FOR 9:30 AM, TUESDAY, JANUARY 12, 1999, WITH TESTIMONY LIMITED TO 20 MINUTES PER SIDE.

- R-3 First Reading of an ORDINANCE Amending the Multnomah County Zoning Ordinance Regarding the Provisions for Large Fill Operations

ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF FIRST READING. SUSAN MUIR EXPLANATION AND RESPONSE TO BOARD QUESTIONS. LARRY LUETHE AND FRED HALL TESTIMONY REGARDING THEIR PERMITTED

FILL SITES AND RESPONSE TO BOARD QUESTIONS. MS. MUIR RESPONSE TO TESTIMONY AND BOARD DISCUSSION. FIRST READING UNANIMOUSLY APPROVED. SECOND READING THURSDAY, DECEMBER 10, 1998.

DEPARTMENT OF SUPPORT SERVICES

- R-4 PUBLIC HEARING and RESOLUTION Creating The Hospital Facilities Authority of Multnomah County, Oregon; RESOLUTION Adopting Rules and Bylaws of The Hospital Authority of Multnomah County, Oregon; and RESOLUTION Authorizing the Issuance of the Hospital Facilities Authority of Multnomah County, Oregon Revenue Bonds, Series 1998 (Terwilliger Plaza Project) (the "Bonds"), in an Aggregate Principal Amount Not to Exceed \$26,000,000; Authorizing the Execution of a Letter of Intent with Terwilliger Plaza, Inc. (the "Borrower"); Designating an Authorized Representative; Authorizing a Public Hearing; and Related Matters

DAVE BOYER EXPLANATION. COMMISSIONER LINN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF RESOLUTION CREATING THE HOSPITAL FACILITIES AUTHORITY. DEE SELLNER AND GREG GINGELL TESTIMONY IN SUPPORT. MR. BOYER RESPONSE TO BOARD QUESTIONS AND COMMENTS IN SUPPORT. FOLLOWING DISCUSSION AND UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER LINN, IT WAS UNANIMOUSLY APPROVED THAT BEVERLY STEIN BE ELECTED CHAIR AND DIANE LINN BE ELECTED SECRETARY OF THE HOSPITAL FACILITIES AUTHORITY. FOLLOWING DISCUSSION AND UPON MOTION OF COMMISSIONER NAITO, SECONDED BY COMMISSIONER LINN, SHARRON KELLEY WAS UNANIMOUSLY ELECTED VICE-CHAIR OF THE HOSPITAL FACILITIES AUTHORITY. RESOLUTION 98-197 CREATING THE HOSPITAL FACILITIES AUTHORITY OF MULTNOMAH COUNTY UNANIMOUSLY APPROVED. UPON MOTION OF COMMISSIONER LINN, SECONDED BY COMMISSIONER KELLEY, THE HOSPITAL FACILITIES AUTHORITY

RESOLUTION ADOPTING BYLAWS WAS UNANIMOUSLY APPROVED. UPON MOTION OF COMMISSIONER LINN, SECONDED BY COMMISSIONER KELLEY, THE HOSPITAL FACILITIES AUTHORITY RESOLUTION AUTHORIZING BONDS WAS UNANIMOUSLY APPROVED.

- R-5 Results from RESULTS: Working with Stakeholders to Plan Management Development Curriculum for Multnomah County. Presented by Shery Stump and Trink Morimitsu.

SHERY STUMP AND APRIL LEWIS PRESENTATION AND RESPONSE TO BOARD COMMENTS IN SUPPORT.

NON-DEPARTMENTAL

- R-6 Neighborhood Arts Program Update on the Progress, Accomplishments, Current Issues and Goals of the Regional Arts and Culture Council's Neighborhood Arts Program in Multnomah County. Presented by Alberto Ráfols, Helen Baltoso and Leslie Haines.

BILL BULICK, ALBERTO RÁFOLS AND HELEN BALTOSO PRESENTATION AND RESPONSE TO BOARD COMMENTS IN APPRECIATION.

- R-7 RESOLUTION Endorsing the Principles of the United Nations Universal Declaration of Human Rights and the 50th Anniversary Celebration of the Declaration.

COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF R-7. VICE-CHAIR KELLEY READ RESOLUTION. RESOLUTION 98-198 UNANIMOUSLY APPROVED.

- R-8 RESOLUTION Adopting an Investment Plan for the County's Share of the Community Services Fees Generated by the Strategic Investment Program

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-8. JOHN RAKOWITZ

EXPLANATION. LARRY SEARS, KATE DINS AND JOHN BALL TESTIMONY IN SUPPORT. WENDY CHERUBINI TESTIMONY SUGGESTING FUTURE FUNDS BE ALLOCATED USING MORE CITIZEN INPUT. DAVID MCCONNELL, TRACY STRICKLAND AND JANA ROWLEY TESTIMONY IN SUPPORT. CHAIR STEIN COMMENTS IN SUPPORT, ADVISING ALLOCATION OF FUTURE SIP COMMUNITY SERVICES FEES WILL BE INCORPORATED INTO REGULAR BUDGET PROCESS. UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, AMENDMENTS CORRECTING THE AMOUNT OF 1(C) FROM \$49,540 TO \$51,224 AND 1(F) FROM \$26,736 TO \$25,052 WAS UNANIMOUSLY APPROVED. RESOLUTION 98-199 UNANIMOUSLY APPROVED, AS AMENDED.

DEPARTMENT OF SUPPORT SERVICES

- R-9 Budget Modification DSS 9907 Allocating Funds for a County-wide School to Work Coordinator Position Effective February 1, 1999, and Consultant Fees to Hire Oregon Business Council's Worksite 21 to Conduct an Organizational Assessment and Design the County-wide School to Public Service Careers Program

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-9. CHAIR STEIN EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

COMMISSIONER COMMENT

- R-10 Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest. Comments Limited to Three Minutes Per Person.

NO ONE WISHED TO COMMENT.

There being no further business, the meeting was adjourned at 11:00 a.m. and the briefing was convened at 11:03 a.m.

Thursday, December 3, 1998 - 10:30 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BOARD BRIEFING

- B-2 Department of Support Services Briefing and Work Session to Review Performance Trends and Key Results Measures and to Discuss Upcoming Issues and Opportunities. Presented by Vickie Gates, Division Managers, Kathy Tinkle and Larry Aab.

FOLLOWING DISCUSSION, IT WAS DETERMINED STAFF WILL COME BACK WITH INTEGRATED ENTERPRISE SYSTEM PRESENTATION AT ANOTHER TIME. BOARD CONSENSUS FOR STAFF TO PROCEED WITH RFP. VICKIE GATES PRESENTED DEPARTMENT OVERVIEW.

Chair Stein was excused at 11:25 a.m.

VICKIE GATES, DAVE BOYER, DAVE WARREN, RUDY WILLIAMS AND ROBERT PHILLIPS PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. BRIEFING TO BE CONTINUED TO A LATER DATE.

There being no further business, the briefing was adjourned at 11:59 a.m.

OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON

Deborah L. Bogstad

Deborah L. Bogstad



MULTNOMAH COUNTY, OREGON

BOARD OF COMMISSIONERS

Beverly Stein, Chair

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Portland, Or 97204-1914

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Email: mult.chair@co.multnomah.or.us

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**ANY QUESTIONS? CALL BOARD
CLERK DEB BOGSTAD @ 248-3277**

Email: deborah.l.bogstad@co.multnomah.or.us

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

DECEMBER 1 & 3 1998

BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

| | |
|---------|--|
| Pg 2 | 9:30 Tuesday Regular Meeting Regarding Real Property Issue Followed by Sheriff's Office Briefing @ 122 nd & NE Glisan Auditorium |
| Pg 2 | 9:00 Thursday Regular Meeting, Consent Calendar Routine Items, Opportunity for Public Comment |
| Pg 4 | 9:00 1 st Reading Large Fill Ordinance |
| Pg 4 | 9:15 Public Hearing & Resolutions Hospital Facilities Authority |
| Pg 4 | 9:30 DSS RESULTS Presentation |
| Pg 5 | 10:00 Community Service Fee Res. |
| Pg 5 | 10:30 Support Services Briefing |
| ✳ | No Board Meetings are Scheduled Between December 21, 1998 through January 6, 1999 |

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

Thursday, 9:00 AM, (LIVE) Channel 30

Friday, 10:00 PM, Channel 30

Sunday, 1:00 PM, Channel 30

Produced through Multnomah Community Television

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12240 NE Glisan Street, Portland

REGULAR MEETING

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-

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(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah County Sheriff's Office, First Floor Auditorium
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BOARD BRIEFING

- B-1 Sheriff's Office Briefing and Work Session to Review Performance and to Discuss Budget Opportunities and Issues. Presented by Sheriff Dan Noelle and Staff. **2.5 HOURS REQUESTED.**
-

Thursday, December 3, 1998 - 9:00 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 Appointments of Katy Gallagher and Helen M. McCann to the AUDIT COMMITTEE
- C-2 Appointments of Bruce Frazier and Jeffery Anderson to the COMMUNITY HEALTH COUNCIL
- C-3 Appointment of Jim Peninger to the DUII COMMUNITY ADVISORY BOARD
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DISTRICT ATTORNEY'S OFFICE

- C-5 Budget Modification DA 99-3 Adding \$23,432 Local Law Enforcement Block Grant Funds for a Legal Assistant Custody Holds Position

PUBLIC CONTRACT REVIEW BOARD

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DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

- C-9 Intergovernmental Revenue Agreement 9910352 with Centennial School District, 28J, Funding Mental Health Services for Children
- C-10 Intergovernmental Revenue Agreement 9910356 with the City of Portland, Funding Plumbing Repair for Low Income Households

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-11 ORDER Authorizing Execution of Deed D991594 for Repurchase of Tax Foreclosed Property to Former Owner Henry J. Miller
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- C-13 ORDER Authorizing Execution of Deed D991596 for Repurchase of Tax Foreclosed Property to Former Owner The Estate of Annie L. Sims
- C-14 CU 3-98/SEC 12-98 Report the Hearings Officer Decision Regarding Approval, with Conditions, of a Conditional Use Permit and a Significant Environmental Concern Permit for a Single Family Dwelling on Lands Designated Commercial Forest Use for Property Located at 7547 NW SKYLINE BLVD., PORTLAND

REGULAR AGENDA

PUBLIC COMMENT

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DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-2 NSA 16-98 Report the Hearings Officer Decision Regarding Denial of an Appeal Requesting the Placement of Rip Rap on Slopes Exceeding 30% and the Replacement of an Existing Structure for Property Located at 1785 SE HISTORIC COLUMBIA RIVER HIGHWAY, TROUTDALE and Request that a De Novo Hearing be Scheduled for 9:30 am, Tuesday, January 12, 1999, with Testimony Limited to 20 Minutes per Side
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DEPARTMENT OF SUPPORT SERVICES

- R-4 PUBLIC HEARING and RESOLUTION Creating The Hospital Facilities Authority of Multnomah County, Oregon; RESOLUTION Adopting Rules and Bylaws of The Hospital Authority of Multnomah County, Oregon; and RESOLUTION Authorizing the Issuance of the Hospital Facilities Authority of Multnomah County, Oregon Revenue Bonds, Series 1998 (Terwilliger Plaza Project) (the "Bonds"), in an Aggregate Principal Amount Not to Exceed \$26,000,000; Authorizing the Execution of a Letter of Intent with Terwilliger Plaza, Inc. (the "Borrower"); Designating an Authorized Representative; Authorizing a Public Hearing; and Related Matters
- R-5 Results from RESULTS: Working with Stakeholders to Plan Management Development Curriculum for Multnomah County. Presented by Shery Stump and Trink Morimitsu. **9:30 TIME CERTAIN, 10 MINS REQUESTED**

NON-DEPARTMENTAL

- R-6 Neighborhood Arts Program Update on the Progress, Accomplishments, Current Issues and Goals of the Regional Arts and Culture Council's Neighborhood Arts Program in Multnomah County. Presented by Alberto Ráfols, Helen Baltoso and Leslie Haines. **9:40 TIME CERTAIN, 15 MINS REQUESTED.**

R-7 RESOLUTION Endorsing the Principles of the United Nations Universal Declaration of Human Rights and the 50th Anniversary Celebration of the Declaration. **9:55 TIME CERTAIN, 5 MINS REQUESTED.**

R-8 RESOLUTION Adopting an Investment Plan for the County's Share of the Community Services Fees Generated by the Strategic Investment Program. **10:00 TIME CERTAIN, 30 MINS REQUESTED.**

DEPARTMENT OF SUPPORT SERVICES

R-9 Budget Modification DSS 9907 Allocating Funds for a County-wide School to Work Coordinator Position Effective February 1, 1999, and Consultant Fees to Hire Oregon Business Council's Worksite 21 to Conduct an Organizational Assessment and Design the County-wide School to Public Service Careers Program

COMMISSIONER COMMENT

R-10 Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest. Comments Limited to Three Minutes Per Person.

Thursday, December 3, 1998 - 10:30 AM

(OR IMMEDIATELY FOLLOWING REGULAR MEETING)

Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BOARD BRIEFING

B-2 Department of Support Services Briefing and Work Session to Review Performance Trends and Key Results Measures and to Discuss Upcoming Issues and Opportunities. Presented by Vickie Gates, Division Managers, Kathy Tinkle and Larry Aab. **90 MINS REQUESTED.**

MEETING DATE: DEC 01 1998
AGENDA #: B-1
ESTIMATED START TIME: 9:30

(Above Space for Board Clerk's use only)

AGENDA PLACEMENT FORM

SUBJECT: Sheriff's Office Budget Briefing

BOARD BRIEFING: DATE REQUESTED: December 1, 1998
REQUESTED BY: Dan Oldham
AMOUNT OF TIME NEEDED: 2.5 hours

REGULAR MEETING: DATE REQUESTED: _____
AMOUNT OF TIME NEEDED: _____

DEPARTMENT: Non-Departmental DIVISION: Sheriff's Office
CONTACT: Dan Oldham TELEPHONE #: 251-2519
BLDG/ROOM #: 313/103

PERSON(S) MAKING PRESENTATION: Sheriff Noelle and Sheriff's Office Staff

ACTION REQUESTED:


☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

SUGGESTED AGENDA TITLE:

Sheriff's Office Budget Briefing
A Worksession With The Board of County Commissioners To Review Performance and To
Discuss Budget Opportunities and Issues
Multnomah County Sheriff's Office Auditorium, 12240 NE Glisan Street, Portland

SIGNATURES REQUIRED:

ELECTED OFFICIAL: _____
(OR)
DEPARTMENT
MANAGER: _____



98 OCT 20 PM 5:02
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions? Call the Board Clerk @ 248-3277



Multnomah County Sheriff's Office

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

DAN NOELLE
SHERIFF

(503) 255-3600
TTY (503) 251-2484

AGENDA December 1, 1998

I. Introduction & Overview

Sheriff Noelle

II. Highlights

A. Commander Mel Hedgpeth

1. Every 15 minutes (Sgt. Hadley, Deputies Cordes, Lautenbach)
2. East County Community Issues (Sgt. Hutchison)
3. Law Enforcement Strategic Plan (Dep. Platt)

B. Commander Curtis Hanson

1. Human Resources (Corr. Dep. Moaning, Keri Kern)
2. Training & Cost Savings (Sgt. Lindstram)

C. Commander Jackie Jamieson

1. Multnomah County Restitution Center (Robertson)
2. Corrections & Law Enforcement Records Consolidation (Walliker)
3. Cognitive Restructuring (Pruitt)

D. Commander Jeane King

1. Double Bunking & Federal Court Order (Sgt. Haase)
2. Inverness Jail Expansion (Sgt. Bryant)
3. Booking Remodel (Sgt. Kendall)



Morning Break



III. Strategic Plan

- A. Three Year Budget (Sheriff Noelle)***
- B. Public Safety Levy (Sheriff Noelle)***
- C. Senate Bill 1145 (Sheriff Noelle)***
- D. Cost of a Good Idea (Aab)***
- E. Special Needs Inmates (Page)***
- F. Facility Issues (Sheriff Noelle)***

IV. Wrap-up

AGENCY IMPACT GOAL:

A safe community is fundamental to its livability. Community awareness and partnerships are the focal points of community policing. A responsive agency listens and acts on community problems.

| Key Result | Benchmark | Baseline | 95-96 | 96-97 | 97-98 | Key Result Maintained |
|--|---|---------------|---------------|---------------|---------------|-------------------------------------|
| Number of population releases booked on new person to person crimes within 60 days of release | Violent Crime Recidivism Sense of Safety | .42 | .22 | .29 | .22 | <input checked="" type="checkbox"/> |
| Hours per month of patrol time saved through use of Gresham Temporary Holding Facility | Sense of Safety | 82.8 | 62.02 | 61.78 | 82.8 | <input checked="" type="checkbox"/> |
| Number of weapons deterred from entering the Courthouse per month: Courthouse Juvenile Court | Violent Crime Sense of Safety | 434 119 | 332 134 | 246 148 | 348 228 | <input checked="" type="checkbox"/> |
| Number of DUI citations and other enforcement actions per FTE per shift DUI Other Enforcement | Sense of Safety | .54 2.18 | .46 2.64 | .50 2.91 | .33 2.45 | <input checked="" type="checkbox"/> |
| Percent of commercial vehicles that passes inspections. | Sense of Safety | 16.5% | 12.7% | 12.3% | 15.1% | |
| Percent of Boats Passing Inspection | Sense of Safety | 33.5% | 17.7% | 22.0% | 14.5% | <input checked="" type="checkbox"/> |
| Average Response Time (in minutes) for Rural East & West Multnomah County West Side | Sense of Safety | 18.9 | 17.8 | 17.4 | 16.7 | <input checked="" type="checkbox"/> |
| East Side | | 13.7 | 13.9 | 13.5 | 13.6 | <input checked="" type="checkbox"/> |
| Efficiency of the Special Investigations utilizing available resources, personnel and time. Felony Arrests Value Seized (millions) | Adult Drug Abuse Student Drug Abuse Drugs and Crime | 180 \$2.25 | 228 \$2.77 | 192 \$3.39 | 123 \$1.06 | |
| Percentage of time the public safety goals are met by school resource officers Criminal Investigations | Community Policing Sense of Safety Victimization | 93% | | | 93% | <input checked="" type="checkbox"/> |
| Students Counseled | | 100% | | | 100% | <input checked="" type="checkbox"/> |
| Parents Contacted | | 50% | | | 50% | <input checked="" type="checkbox"/> |
| Community Contacts | | 86% | | | 86% | <input checked="" type="checkbox"/> |
| Reported Index Crimes per 1,000 population | Violent Crimes Property Crimes | 58.02 | 28.41 | 25.32 | 25.77 | <input checked="" type="checkbox"/> |

AGENCY IMPACT GOAL:

Since 1985, the rising number of inmates in Multnomah County Jail Facilities has increased faster than the county's ability to provide capacity. Managing the inmate population has become a critical component of the public safety plan.

| Key Result | Benchmark | Baseline | 95-96 | 96-97 | 97-98 | Key Result Maintained |
|---|---------------------------|----------|--------|--------|--------|-------------------------------------|
| Savings from Community Supervision over jail bed cost. (millions) | Cost of Government | \$4.94 | \$4.42 | \$5.32 | \$3.97 | |
| Percent of clients arrested for a new crime while under supervision | Reduce Recidivism | | | | | |
| Close Street Supervision | | 3.0% | 0.65% | 0.61% | 0.05% | <input checked="" type="checkbox"/> |
| Furlough Program | | 3.6% | 15.1% | 1.6% | 0.53% | <input checked="" type="checkbox"/> |
| Electronic Monitoring | | N/A | N/A | N/A | 0.0% | <input checked="" type="checkbox"/> |
| Incidents of disruption per inmate classified | | 12.9% | 10.6% | 9.98% | 15.7% | <input checked="" type="checkbox"/> |
| Injuries and Assaults to staff per inmate bed: | Government Accountability | | | | | |
| Inverness Jail | | .024 | | | .024 | <input checked="" type="checkbox"/> |
| Courthouse Jail | | 0.0 | | | 0.0 | <input checked="" type="checkbox"/> |
| Correctional Facility | | 0.0 | | | 0.0 | <input checked="" type="checkbox"/> |
| Reception | | .032 | .032 | .035 | .025 | <input checked="" type="checkbox"/> |
| Detention Center | | .0097 | | .030 | .0097 | <input checked="" type="checkbox"/> |
| Major incidents per inmate bed | | | | | | |
| Inverness Jail | | .35 | .35 | .198 | .091 | <input checked="" type="checkbox"/> |
| Courthouse Jail | | .50 | .49 | .20 | .21 | <input checked="" type="checkbox"/> |
| Correctional Facility | | .20 | .20 | .12 | .158 | <input checked="" type="checkbox"/> |
| Detention Center | | .14 | .14 | .129 | .157 | <input checked="" type="checkbox"/> |
| Incidents of facility damage per inmate bed | | | | | | |
| Inverness Jail | | .029 | .029 | .021 | .027 | <input checked="" type="checkbox"/> |
| Courthouse Jail | | .029 | .057 | .029 | .014 | <input checked="" type="checkbox"/> |
| Correctional Facility | | .01 | 0.0 | .005 | .005 | <input checked="" type="checkbox"/> |
| Detention Center | | .11 | .13 | .109 | .029 | <input checked="" type="checkbox"/> |
| Activities as a percentage of function of inmates held for court: | | | | | | |
| Total inmates held for court | | 11,406 | 13,842 | 10,987 | 10,841 | <input checked="" type="checkbox"/> |
| Major incidents | | .053% | .18% | .16% | .19% | <input checked="" type="checkbox"/> |
| Staff injuries and assaults | | .41% | N/A | N/A | .41% | <input checked="" type="checkbox"/> |
| Annual Bookings per FTE | | 1,124 | 1,124 | 1,121 | 1,004 | <input checked="" type="checkbox"/> |
| Major incidents per inmates booked | | .34% | | .34% | .38% | <input checked="" type="checkbox"/> |

| Key Result | Benchmark | Baseline | 95-96 | 96-97 | 97-98 | Key Result Maintained |
|---|-----------------|----------|-------|-------|-------|-------------------------------------|
| Transports per year per FTE | | 6,098 | 7,430 | 9,744 | 7,853 | <input checked="" type="checkbox"/> |
| Percent of successful completion of community supervision and appearances in court. | Sense of Safety | | | | | <input checked="" type="checkbox"/> |
| Close Street | | 68.2% | 68.9% | 74.3% | 80.4% | <input checked="" type="checkbox"/> |
| Furlough Program | | 76.3% | 74.4% | 74.4% | 82.6% | <input checked="" type="checkbox"/> |
| Electronic monitoring | | N/A | N/A | N/A | 95.4% | <input checked="" type="checkbox"/> |
| Significant time delay in delivering prisoners to court | | | | | | <input checked="" type="checkbox"/> |
| % of days with no delay | | 66.8% | 64.9% | 88.9% | 86.6% | <input checked="" type="checkbox"/> |
| Avg. number of delayed calls when occurring | | 4.7 | 5.25 | 3.4 | 3.6 | <input checked="" type="checkbox"/> |
| Avg. delay when occurring (minutes) | | 6.3 | 7.5 | 9.3 | 7.4 | <input checked="" type="checkbox"/> |

AGENCY IMPACT GOAL:

An excellent opportunity exists to help inmates help themselves. While in our facilities, we must provide the tools for inmates to prepare themselves to break the cycle of crime

| Key Result | Benchmark | Baseline | 95-96 | 96-97 | 97-98 | Key Result Maintained |
|---|---|-----------|-------|-----------|-----------|-------------------------------------|
| Citizens screened, trained and assisting inmates | Citizen Involvement High School Completion | | | | | |
| Number of citizens newly trained | | 43 | 55 | 50 | 67 | <input checked="" type="checkbox"/> |
| Average active volunteers | | 155 | 160 | 171 | 169 | <input checked="" type="checkbox"/> |
| Volunteer training evaluation rating | | 4.5 | 4.5 | 4.5 | 4.5 | <input checked="" type="checkbox"/> |
| Offender participation in life skills groups (Facility Counselors) | Recidivism | 5,688 | 6,018 | 5,787 | 4,636 | <input checked="" type="checkbox"/> |
| Number participating per year | | 1,367 | 1,400 | 1,484 | 1,294 | <input checked="" type="checkbox"/> |
| Number of Sessions | | 4.5 | 4.4 | 4.5 | 4.7 | <input checked="" type="checkbox"/> |
| Evaluation rating | | | | | | |
| Offender participation in educational services (Facility Counselors) | High School Completion | | | | | |
| Number participating per year | | 1,443 | 1,475 | 1,577 | 1,616 | <input checked="" type="checkbox"/> |
| Test pass rate | | 90% | 94% | 96% | 93.5% | <input checked="" type="checkbox"/> |
| Evaluation rating | | 4.4 | 4.65 | 4.7 | 4.7 | <input checked="" type="checkbox"/> |
| Family Support generated by Restitution Center residents | Recidivism | | | | | |
| Total Support | | \$594,983 | | \$594,983 | \$509,958 | |
| Per Resident | | \$273.43 | | \$273.43 | \$226.65 | |
| Offender participation in life skills groups at the Restitution Center. | Recidivism | | | | | |
| Number participating per year | | 5,688 | 6,018 | 5,787 | 4,636 | |
| Number of Sessions | | 1,367 | 1,400 | 1,484 | 1,294 | <input checked="" type="checkbox"/> |
| Evaluation Rating | | 4.5 | 4.4 | 4.5 | 4.7 | <input checked="" type="checkbox"/> |

I. Introduction & Overview

Sheriff Noelle

II. Highlights

A. Commander Mel Hedgpeth

1. Every 15 minutes (Sgt. Hadley, Deputies Cordes, Lautenbach)
2. East County Community Issues (Sgt. Hutchison)
3. Law Enforcement Strategic Plan (Dep. Platt)

B. Commander Curtis Hanson

1. Human Resources (Corr. Dep. Moaning, Keri Kern)
2. Training & Cost Savings (Sgt. Lindstram)

C. Commander Jackie Jamieson

1. Multnomah County Restitution Center (Robertson)
2. Corrections & Law Enforcement Records Consolidation (Walliker)
3. Cognitive Restructuring (Pruitt)

D. Commander Jeane King

1. Double Bunking & Federal Court Order (Sgt. Haase)
2. Inverness Jail Expansion (Sgt. Bryant)
3. Booking Remodel (Sgt. Kendall)

Break

MULTNOMAH COUNTY SHERIFF'S OFFICE

ACCOMPLISHMENTS

FY 95-96 through 98-99

1995-96

Create Mission & Value statements
Command Structure reorganization
Voters approved bond levy
Host NSA Convention
Cdr./Minority Commun. Liaison
Estab. Agency PIT(s)
Started annual Cdr. retreats
Response to G.J. report

1996-97

Convene Siting Advisory Committee
Open Gresham Temp. Holding
Realign Corrx/Civil/Enforce. functions
Begin work on IAU Citizen Review Board
Increase East County patrol presence
Monitor 1145 funding
Acquire inmate educ. videos
Reorganize RPU
Create Info Systems Section
Institute Major Crimes Team
Meetings w/Chiefs, DA
Advisory/Oversight Committees
Institute "Catastrophic Leave"
Institute Benevolent Fund
Reorganize scheduling process
SWIS
"Every 15 Minutes" presentations

1997-98

5 to 4 Commanders
Improve InServTrng/reduce cost
Female inmates to MCRC
Institute Elect. Monitoring
Challenge/Lift Court Order
MCDC double bunk
Consolidate records units
CERT instituted
1145 Management Unit
Remodel-CHJ, Property, MCCF
Reduce fleet numbers
LAN/WAN commitment
Reduce inmate meal costs
Eliminate staff meal allowance
Merge Advis'y/ov'sight comm's.
Hired HR Director
Restructure HR functions

1998-99

End Matrix Release
Complete IJ expansion
MCRC to 160 capacity
Classification Unit to 24 hrs.
MCSO/JACJ efficiency
Site E. County Just.Fac.
Increase Inservice Training
Appoint Recept/BookingMgr.
Video conferencing
Create SO Web page
New Inmate Discip. Proc
ES Decentralization --
tasks assumed
Enforce. Div. Strategic Plan
Open female program
module - MCDC
In-Jail Intervention move to
Inverness
Create Disaster Planning
Committee



MULTNOMAH COUNTY SHERIFF'S OFFICE
LAW ENFORCEMENT DIVISION

STRATEGIC PLAN

1997-2000

VISION - GOALS -
MILESTONES - COMMUNITY
POLICING - MAINTAIN SE
MANAGEMENT BY FACT -
EMPLOYMENT - LEADERSHIP
PARTNERSHIP - PROTECT
LIVABILITY - CRIMINAL
PROFESSIONALISM - PARTICIPATION
CITIZENSHIP - PUBLIC SAFETY - FUTURE
VALUES - EMPC
MULTNOMAH COUNTY -
RESULTS - EFFECTIVE
TIME - VALUE





Multnomah County Sheriff's Office

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

DAN NOELLE
SHERIFF

(503) 255-3600
TTY (503) 251-2484

September, 1998

Dear Agency/Community Member,

In September, 1997 the Law Enforcement Management Steering Committee was formed. The committee consisted of a cross section of members with diverse job assignments and rank. The committee quickly formulated a common purpose. We felt an immediate need to focus our attention on the future of the law enforcement function within county government.

Our first step was to create a mission statement that would encapsulate our primary purpose. This process quickly took shape and core values and principles were added. Discussion of our hopes and goals led us in the development of our strategic plan which provides a positive, dynamic path into the future. Our plan encompasses five critical issues: **(1) Community policing, (2) Career development, (3) Maintain service and anticipate and meet community needs, (4) Marketing and (5) Budgeting that reflects what we do.**

On the following page you will find a signature block with the signatures of the committee members. One is missing. This committee wishes to express its appreciation to Retired Lt. Merlin Juilfs. While this was indeed a group process, Lt. Juilfs was nominated as our first Chair and this product would not be what it is without his work and leadership.

This document is a condensed representation of our total strategic plan. Each activity in the Critical Issues section has been or will be expanded and implemented. Many members are currently working on making the Strategic Plan into a living, evolving document.

Our thanks go out to all members of our agency, fellow county employees and particularly to members of our community for their support and input. We invite all to read our plan and let us know where to improve and other directions to follow. This committee claims no particular expertise in strategic plan development. It might well be described as a "grass roots" effort. We are, however, committed to providing extraordinary service to those we serve.


Sincerely,

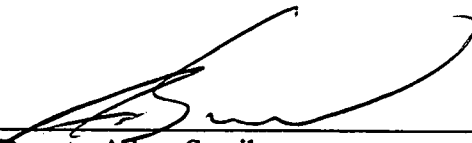
MEMBERS OF THE LAW ENFORCEMENT MANAGEMENT STEERING
COMMITTEE

Management Steering Committee


Deputy Kevin Platt, Chair

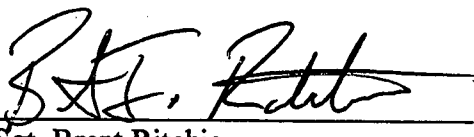

Deputy Richard Biles

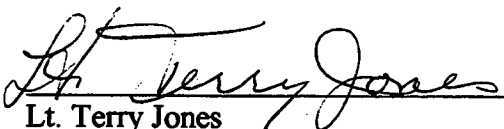

Deputy Eric Smith


Deputy Adam Swail


Sgt. Bob Boertien


Sgt. Karl Hutchison


Sgt. Brent Ritchie


Lt. Terry Jones


Lt. Brian Martinek


Lt. Piete VanDyke


Commander Mel Hedgpeth

LAW ENFORCEMENT DIVISION 1997-2000

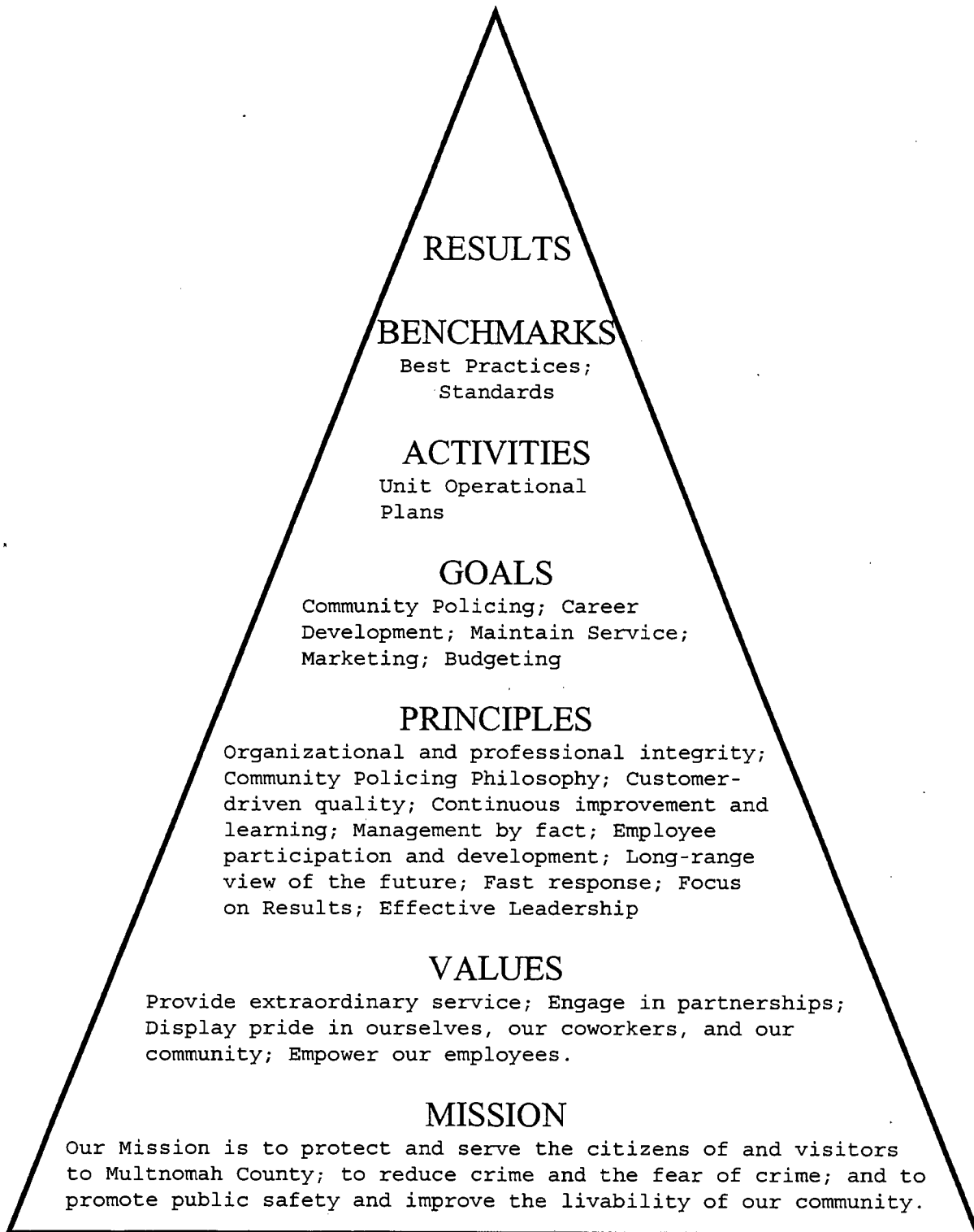


Table of Contents

| | Page |
|--|-------------|
| Law Enforcement Division: Mission/Values/Principles | 2 |
| Law Enforcement Division: Definition Statement | 3 |
| Critical Issue #1: Community Policing | 5 |
| Critical Issue #2: Career Development | 6 |
| Critical Issue #3: Maintain Service and Anticipate and Meet Community Needs | 7 |
| Critical Issue #4: Marketing | 8 |
| Critical Issue #5: Budgeting That Reflects What We Do | 9 |
| Community Policing Attributes | 10 |
| Community Policing Success Factors | 12 |
| SARA Model | 14 |

LAW ENFORCEMENT DIVISION MISSION/VALUES/PRINCIPLES

Our Mission is to protect and serve the citizens of and visitors to Multnomah County; to reduce crime and the fear of crime; and to promote public safety and improve the livability of our community.

We believe that in order to accomplish this mission, it is our responsibility and commitment to:

1. Provide extraordinary service in a professional manner, treating all persons with dignity and respect;
2. Engage in partnerships and problem solving by accepting ownership and by being accountable for leadership in the community;
3. Display pride in ourselves, our coworkers, and our community;
4. Empower our employees to exercise creativity in the fulfillment of their duties.

The principles that guide all of our activities are:

- Organizational and professional integrity
- Community Policing Philosophy
- Customer-driven quality
- Continuous improvement and learning
- Management by fact
- Employee participation and development
- Long-range view of the future
- Fast response
- Focus on results
- Effective leadership

LAW ENFORCEMENT DIVISION DEFINITION STATEMENT

Our Mission is to protect and serve the citizens of and visitors to Multnomah County; to reduce crime and the fear of crime; and to promote public safety and improve the livability of our community.

We believe that in order to accomplish this mission, it is our responsibility and commitment to:

1. **Provide Extraordinary Service** in a professional manner, treating all persons with dignity and respect. Extraordinary service is service that goes beyond the expectations of the customer.
2. **Engage in Partnerships and Problem Solving** by accepting ownership and by being accountable for leadership in the community. Partnerships are cooperative interactions with groups or individuals that leverage resources or create situations where the sum of efforts is greater than the individual parts. Problem solving is an approach to a community or crime problem that uses the SARA methodology to diagnose, treat and evaluate efforts toward solutions.
3. **Display Pride** in ourselves, our coworkers, and our community. Pride is a sense of well-being and satisfaction that comes from doing the best possible job under the circumstances.
4. **Empower our Employees** to exercise creativity in the fulfillment of their duties. Empowerment is the exercise of freedom, within agency values and ethical guidelines, to formulate responses to problems or work situations.

The principles¹ that guide all of our activities are:

- **Organizational and Professional Integrity:** those rules, procedures, attitudes and actions that reflect honesty in our conduct, and our written and spoken word.
- **Community Policing Philosophy:** a philosophy that promotes and supports organizational strategies to address the cause and reduce the fear of crime; improves community livability through problem solving tactics and community-police partnerships.

¹ The principles have been adapted from the Malcolm Baldrige National Quality Award Criteria.

- **Customer-Driven Quality:** determine customer wants and community needs, and strive to deliver them legally, morally, and ethically.
- **Continuous Improvement and Learning:** a commitment to training, education, and the evaluation of processes used to provide service.
- **Management by Fact:** relying on factual information and data to make operational decisions.
- **Employee Participation and Development:** Empowerment and recognition of the unique talents of all employees in the provision of service.
- **Long-Range View of the Future:** Planning and Operations guided by a realistic view of time periods beyond the present: 1 yr, 2 yrs., 5 yrs.
- **Fast Response:** Continual evaluation of processes that ensure prompt attention to community problems and needs.
- **Focus on Results:** A commitment to do what we say we are going to do, and to maximize the effect of resource expenditures.
- **Effective Leadership:** Managers and supervisors who believe in the mission, values and principles of the organization, and strive every day to put them into practice.

CRITICAL ISSUE:

1. COMMUNITY POLICING

GOAL: TO RECOGNIZE, REINFORCE AND PROMOTE EXISTING COMMUNITY POLICING METHODS AND IMPLEMENT NEW ACTIVITIES TO MEET COMMUNITY OR ORGANIZATIONAL NEEDS.

ACTIVITIES:

FISCAL YEAR 97-98:

- Initial Supervisor Training: Community Oriented Policing
- Establish Citizen Advisory Boards--East and West
- Establish Newsletter
- Establish Team Assignments
- Develop/Conduct Citizen Survey--Baseline satisfaction level
- Deputy Voice Mail/Pagers
- Develop and Distribute Problem Solving Planner for Deputies
- Monthly Sergeant Meetings

FISCAL YEAR 98-99:

- Establish Planning Cycle and Benchmarks
- Finish and Publish Strategic Plan
- Establish Community Activity Tracking and Data Collection
- Establish Results Reporting Mechanism
- Establish Performance Measures Consistent with the Budget
- Unit Critical Issues/Processes
- Initial Deputy Training
- Continue Sergeant Training
- Community Policing Training Bulletin

FISCAL YEAR 99-00:

- Unit Operational Plans derived from Strategic Plan
- Unit Procedures Manuals

BENCHMARKS/STANDARDS:

- Crime Reduction
- Reduce Fear of Crime
- Livability/Quality of Life Improvements

CRITICAL ISSUE:

2. CAREER DEVELOPMENT

GOAL: TO HAVE A SYSTEM IN PLACE BY JULY 1, 1999 TO ENSURE THAT LAW ENFORCEMENT PERSONNEL DEVELOP SKILLS THAT ENABLE THEM TO BE SUCCESSFUL IN PRESENT AND FUTURE ASSIGNMENTS.

ACTIVITIES:

FISCAL YEAR 97-98:

- Conduct Community Policing Training for Sergeants
- Develop training Plan
- Develop/Institute Roll Call Training/Skills/Other Training

FISCAL YEAR 98-99:

- Determine Sergeant/Deputy Career Preferences
- Conduct Probationary Sergeant Evaluations and Training
- Develop Rotation Policy
- Develop Career Mapping
- Develop Performance Evaluation System

FISCAL YEAR 99-00:

- Graduate Studies
- Officer Exchange Programs
- Private Sector Mentoring/Executive Loan
- Internal Mobility: Corrections to Law Enforcement, Civil to Corrections, etc.
- FBI Academy Nominations
- Assign Administrative Sergeant

BENCHMARKS/STANDARDS:

- Increased Job Satisfaction
- Improved Job Skills

CRITICAL ISSUE:

3. MAINTAIN SERVICE AND ANTICIPATE AND MEET COMMUNITY NEEDS

GOAL: TO PROVIDE EXTRAORDINARY CUSTOMER DRIVEN SERVICE TO THE RESIDENTS OF AND VISITORS TO MULTNOMAH COUNTY.

ACTIVITIES:

FISCAL YEAR 97-98:

- Patrol Services
- River Patrol
- Civil/Extradition
- School Resource Officers
- DUII Enforcement
- Court Security
- Wood Village/Maywood Park
- Special Investigations Unit
- ODOT Commercial Vehicle Safety/Hazardous Materials
- Investigations (Special Teams: East County Major Crimes Team, Child Abuse Team, METRO Illegal Dumping)
- Electronic Monitoring

FISCAL YEAR 98-99:

- Establish Warrants Unit
- Participate in Other Metropolitan Task Forces (Youth Gang Anti-Violence Task Force – YGAT, Auto Theft, etc.)
- Interagency Leadership
- Develop Criminal Intelligence Function
- Establish Technical Crimes Unit
- Plan for Wood Village Population Increase
- Improve Hansen Building Info Center/Desk/Telephone System

FISCAL YEAR 99-00:

- Develop Gang Enforcement Function
- School Drug Education

BENCHMARKS/STANDARDS:

- Improved Productivity
- Increased Effectiveness

CRITICAL ISSUE:

4. MARKETING

GOAL: TO PUBLICLY AND INTERNALLY PROMOTE THE ACTIVITIES, PERSONNEL, AND OPERATIONS OF THE LAW ENFORCEMENT DIVISION IN A POSITIVE AND PROACTIVE MANNER.

ACTIVITIES:

FISCAL YEAR 97-98:

- Newsletter/Annual Report
- Board Briefings
- Media Opportunities
- Citizen Advice /Advisory
- On-call PIO

FISCAL YEAR 98-99:

- Full Time Public Information Officer
- Publishing: Articles
- Utilize Cable Access TV
- Distribute Newsletter to Public

FISCAL YEAR 99-00:

- Publishing: Books

BENCHMARKS/STANDARDS:

- Public Awareness of Sheriff's Office Operations/Philosophy
- Public and Political Support for Sheriff's Office Programs

CRITICAL ISSUE:

5. BUDGETING THAT REFLECTS WHAT WE DO

GOAL: TO CONTINUE TO PROMOTE RESPONSIBLE EXPENDITURE OF
DIVISION RESOURCES AND EMPLOYEE PARTICIPATION IN THE
BUDGET PROCESS

ACTIVITIES:

FISCAL YEAR 97-98:

- Budget reflect Agency and Division Values
- Unit Managers Trained and Accountable for Budgets
- Identify/Train Grant Writers

FISCAL YEAR 98-99:

- Budget ties directly to Benchmarks/Results/Community Policing
- Establish Performance Measures Consistent with the Budget
- Grant Writing
- Private Funding Sources
- Establish Budget Teams

FISCAL YEAR 99-00:

- Resource requests/allocation reflect strategic direction of the Division
- and adequately funds activities consistent with that direction

BENCHMARKS/STANDARDS:

- Unit managers familiar with the budget and budget process
- Members familiar with the budget process

COMMUNITY POLICING ATTRIBUTES

PROBLEM SOLVING

Problem-Solving Orientation: Personnel at all levels deal with law enforcement and community problems by a standard method of identifying, diagnosing and responding to these problems. Members engage citizens and other organizations in solutions.

Information Systems: Systems are expanded to include the collection, analysis and dissemination of information about community demographics, crime patterns, service providers, police performance measures, and other data sets needed to support community based problem-solving activities.

Information Feedback: Members provide responsive and timely feedback to one another and citizens on problem-solving initiatives and strategies.

EMPOWERMENT

Leadership and Delegation: Command and supervisory personnel provide leadership and support to subordinates through example and delegate authority to commit resources to solving problems in the community.

Employee Recognition: Employee recognition and promotion processes are in place within the agency which encourage and reward employees engaged in community policing.

Training Programs: Programs are in place to ensure that every level of the organization receives community policing and related training.

SERVICE ORIENTATION

Customer Needs: Personnel at all levels place a high priority on awareness of customer needs, and the fulfilling of those needs.

Community Values: All personnel recognize that a diversity of geographic, demographic and cultural communities exist in the jurisdiction, and that community values and priorities are reflected in the police services delivered.

PARTNERSHIPS

Community-Police Collaboration: Members of the community actively collaborate with law enforcement to make neighborhoods safer and more liveable

Planning: Community policing planning processes include not only agency personnel, but also other government agencies and private citizens.

Interagency Cooperation: The organization has formal and informal cooperative agreements with other agencies and community groups to address community police problems.

Citizen Empowerment: Citizens are encouraged to initiate solutions to community problems and obtain police support when and where needed.

Local Government Support: The County's policy is to provide law enforcement with the required resources and empowerment to collaborate with other government and private agencies and citizens in problem-solving strategies.

RESPONSIBILITY/ACCOUNTABILITY

Accountability: All members of the organization are accountable to each other and to the community for exercising their empowerment to serve the needs of the community and the organization.

Budget Management: Unit managers and supervisors have flexibility for community policing resource allocation and program management.

Policies and Procedures: The policies and procedures of the organization are revised to provide general guidelines for decision making authority, discretion, and initiative in problem solving.

Performance Measurement: Performance of individuals and organizational units is regularly measured against the key attributes and success factors of community policing in addition to traditional performance measurement..

Assignment Areas: Officer assignments are made with continuity and consistency of assignment as a goal. Where possible, officers are assigned to an area for an extended period of time and become the primary contacts between the citizens and the organization.

COMMUNITY LEADERSHIP

Organizational Initiative: The organization takes the lead in interactions with the community, and provides leadership initiate partnerships and problem solving activities.

Recruitment and Hiring: Practices ensure that applicants represent a broad range of cultural and ethnic communities.

RISK-TAKING

Innovation and Creativity: Employees are empowered to develop non-traditional responses and apply creative solutions to problems and situations where appropriate. Agency policies and procedures recognize and encourage these responses and solutions.

BOTTOM-UP MANAGEMENT PHILOSOPHY

Organizational Structure and Values: The organization is unequivocally committed to a style of policing whose structure and values emphasize participation, initiative, empowerment, and problem-solving at all levels.

Open Communications: Decision making and problem solving at all organizational levels involves open and frequent communication among employees and citizens to encourage discussion and negotiation.

COMMUNITY POLICING SUCCESS FACTORS

COMMUNITY/NEIGHBORHOOD LIVABILITY

Citizens perceive that community and neighborhood livability is good or significantly improved.

FEAR OF CRIME

Citizens perceive that the fear of crime in the neighborhood and the community is not significant or is significantly reduced.

INCIDENCE OF CRIME

Citizens perceive that the incidence of crimes which are of greatest concern to their neighborhood and the community is significantly reduced.

CITIZEN EMPOWERMENT

Citizens perceive that they are empowered to set priorities for police activities in their neighborhoods and the community and to participate with the police in problem solving.

CITIZEN SATISFACTION

Citizen satisfaction with services provided by the police is high or is significantly increased.

LONG TERM STABILITY

The Sheriff's Office is enjoying ongoing support from the community and local government for its programs and budgets.

PROBLEM SOLVING

More time is being spent by members on proactive and coactive problem solving activities.

EMPLOYEE EMPOWERMENT

Employees perceive that they are empowered to use their initiative and resources to solve problems with a minimum of managerial restraints.

JOB SATISFACTION

Personnel are showing increased job satisfaction.

INTERAGENCY COORDINATION

There is better coordination and allocation of responsibilities among social, criminal justice and other service agencies to prevent and solve community and public safety problems.

OFFICER SAFETY

There are fewer and less severe line-of-duty injuries and personnel feel safer.

LOCAL GOVERNMENT SUPPORT

Multnomah County outside of the Sheriff's Office is demonstrating a willingness to support and participate in community policing efforts.

SARA MODEL

Questions that can be asked and/or answered as part of the problem solving process:

SCANNING

Nature of the problem:

How was the problem identified?

Who identified the problem?

How and why was this problem selected from among other problems?

How serious is this problem?

ANALYSIS

Methods of Analysis used:

What information will help you to better understand the nature and extent of the problem?

How long has it been a problem?

What harm has resulted from the problem?

What procedures or legislation exist or are needed to help address this problem?

Who is affected by the problem?

Where does the problem occur?

When does the problem occur?

Is this a victim, suspect, or location problem?

What are the underlying conditions?

What are the current responses to the problem?

In what ways are citizens to be involved in the analysis of this problem?

RESPONSE

Methods of response proposed:

What do you intend to accomplish with the response plan?

What needs to be done before you can implement your plan?

What difficulties do you anticipate?

What resources are available or are needed to solve the problem?

How are citizens or other criminal justice and/or social service agencies involved in the response to the problem?

ASSESSMENT

How will you measure the results?

How long will the response be evaluated?

Problems that may be encountered in assessing the response:

What are the desired results?

What are the actual results?

What goals were not accomplished, and what impact did that have on the problem?

Will your response need to be ongoing to maintain results?

How will citizens be involved in your evaluation process?

Will continued monitoring be necessary?

**SHERIFF'S OFFICE AND CORRECTION HEALTH
SYSTEM ISSUES
SPECIAL NEEDS INMATES**

The acuity of medical and mental health problems has increased for those incarcerated within the Multnomah County Corrections Systems. This has required a collaborative and systematic approach between MCSO and Corrections Health. We are not suggesting that we provide the same level of services that are provided by community health or mental health agencies, but we need to do more than we are doing now.

CURRENT ASSESSMENT / TREATMENT PRIORITIES

- Suicide prevention and collaborative management of behavior that is dangerous to the inmate or others and involves mental illness.
- Axis I psychiatric conditions (Schizophrenia, Bipolar, Depression, Drug/Alcohol addiction, often with co-existing with mental illness).
- Continuity of care and closer observation of the acutely ill.
- Release planning for both medical and mentally ill inmates.

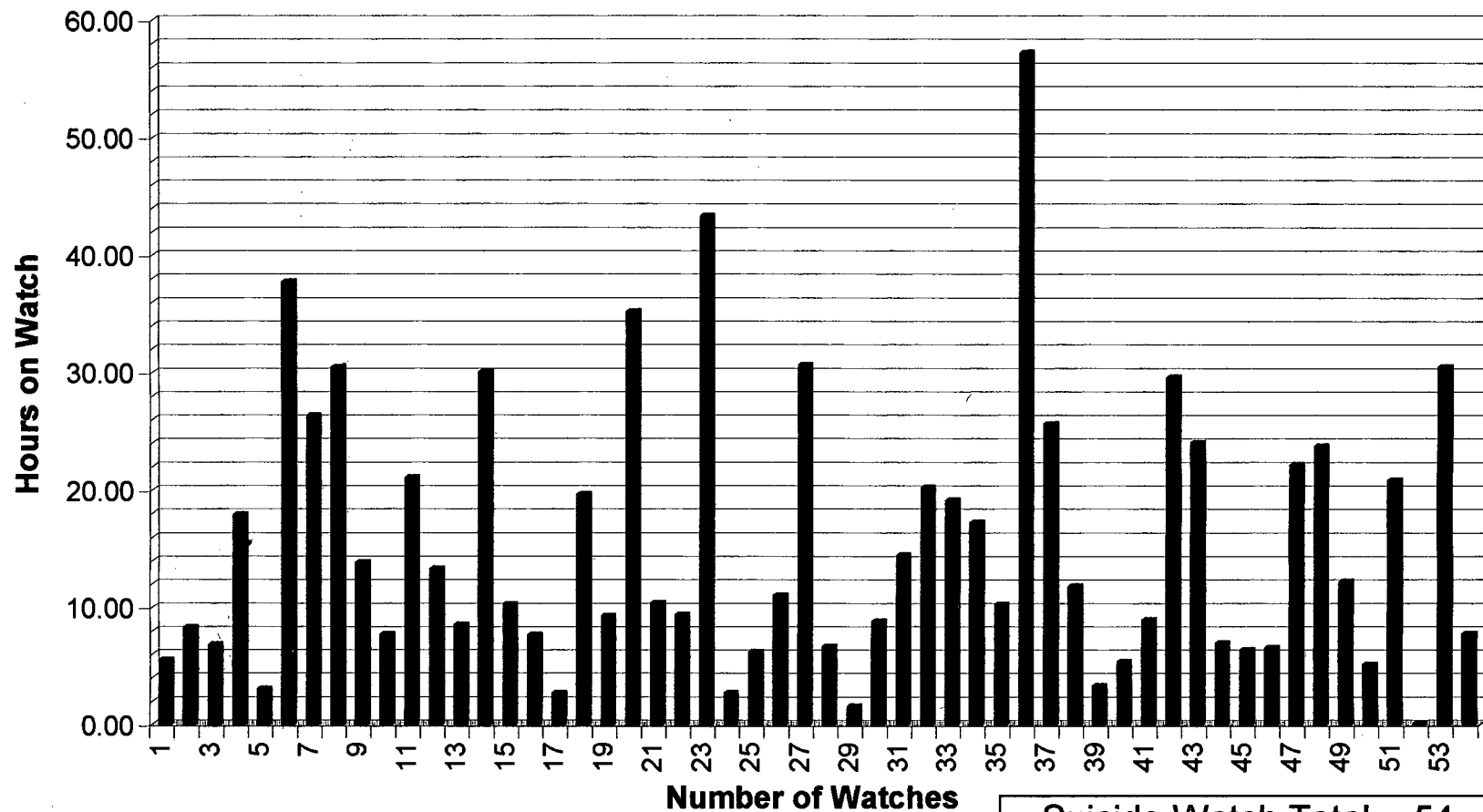
FACTS:

- There has been a 41% increase in the mentally ill identified at booking since 1994.
- There has been a 31% increase in the number of jail beds in the system.
- There has been 5 deaths, 2 of which were suicides, in custody in the last 11 months.
- There is a shortage of mental health beds in the system (approx. 30).
- The existing mental health beds are spread between MCDC and MCIJ.
- The existing medical beds are spread between MCDC and MCIJ.
- There is a shortage of medical infirmary beds in the system (approx. 10).
- Deputy and nurse coverage in special needs areas is inadequate.
- Three of the suicides have occurred on the 4th floor of MCDC.
- Many of the serious injuries to staff/inmates have occurred on the 4th floor of MCDC.
- A continuum of care for both medical and mental health clients needs to be available.
- Current mental health bed capacity in the system totals 113 beds.
- Needed mental health bed capacity in the system totals 156 beds.

COLLABRATIVE SYSTEM GOALS:

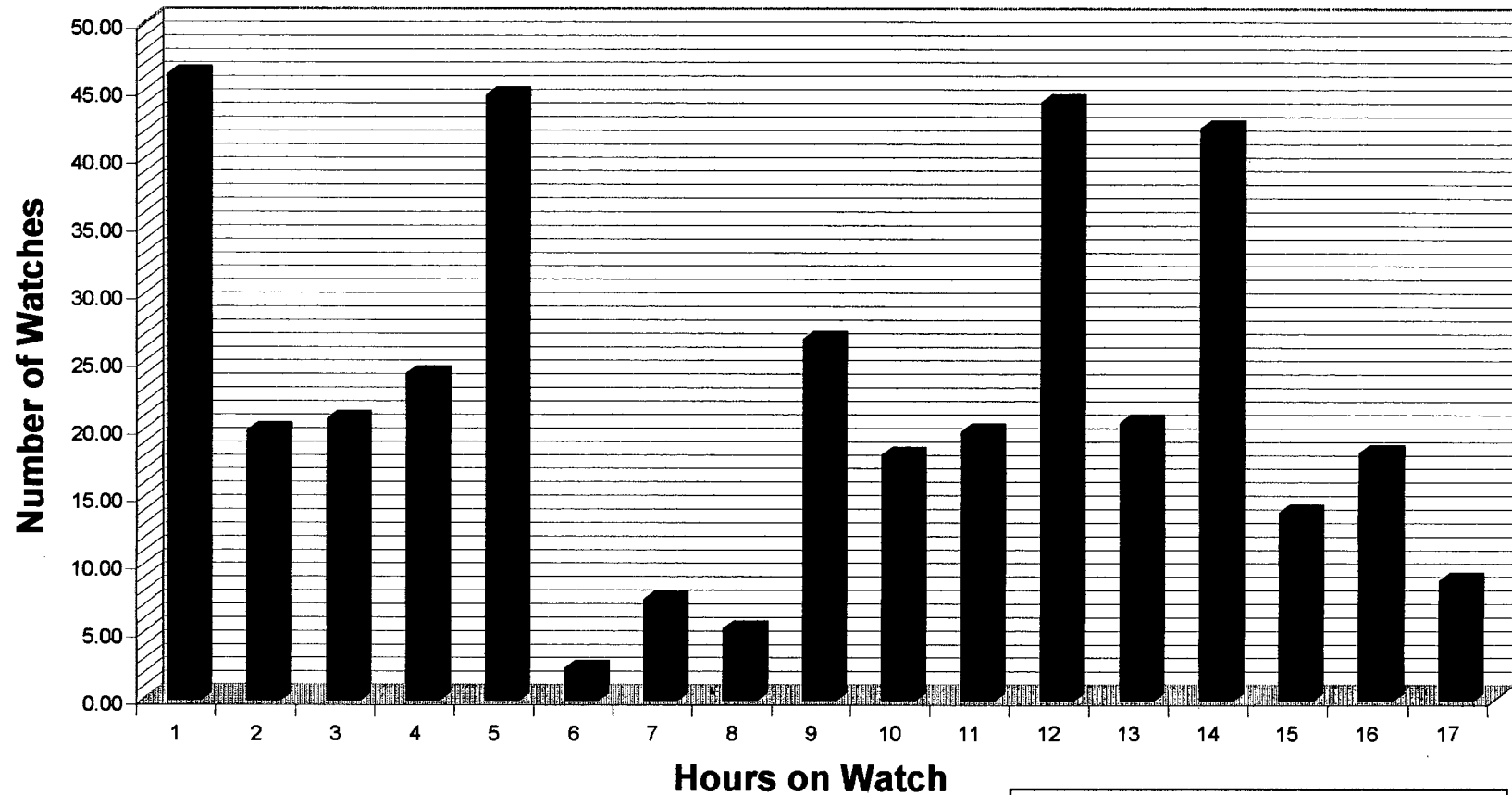
- Concentrate all medical beds at MCDC for more efficiency.
- Provide mental health treatment that is more consistent with community standards.
- Increase community support for improvement of treatment for the mentally ill.
- Minimize hospital expenditures for the mentally ill due to increased treatment in jail.
- Decrease the number of inmates needing to be on active suicide watch.
- Decrease liability from suicides and the cost of litigation.
- Minimize the number of reception beds used for suicide watches.
- Make more appropriate use of maximum security beds at MCDC by having mentally ill inmates at MCIJ.

Multnomah County Suicide Watches - 1998 (15 Minute)



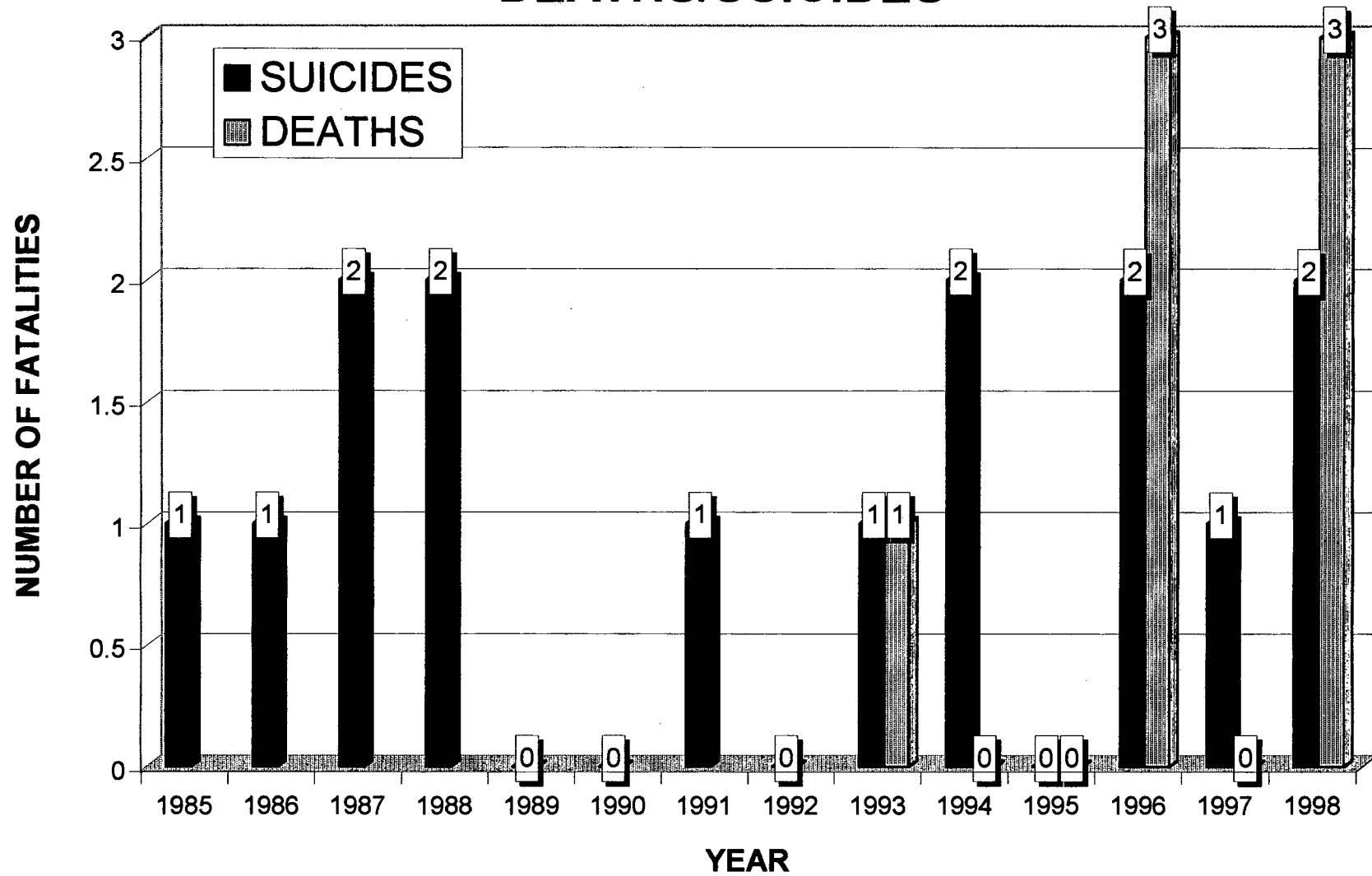
Suicide Watch Total = 54
Ave. Hours on S.W. = 15.7

Multnomah County Suicide Watches - 1997 (15 Minute)



Suicide Watch Total = 17
Ave. Hours on S.W. = 21.2

MULTNOMAH COUNTY INMATE DEATHS/SUICIDES



| MCSO FACILITY PROGRESS SUMMARY | | | | | | |
|--|--|---|---|--|---------------------------------------|-----------------------------|
| Project | Rent/Lease/ Purchase/Re- model/New construction | Stakeholders | Current Status | Next Steps | Start date of project | Expected completion date |
| Detention Center | | MCSO, Corrections Health, PPB and other law enforcement agencies | | | | |
| a. Booking/Re- ception remodel | a. Remodel | | a. design team preparing concept report | a. Review preliminary plans; develop bid for construction | a. no startup date has been set | a. Undetermined |
| b. Detention Electronics/ Fire system upgrade | b. Remodel | | b. Facilities management preparing to put project out for bid | b. Goes through County RFP process | b. December, 1998 | b. May, 2000 |
| c. Video Conferencing | c. Remodel | | c. Completing original scope of work on 7 th floor | c. On-hold | | |
| d. ADA cell conversion | d. Remodel | | d. 90% completed | d. Install ADA toilets and grab bar | d. July, 1998 | d. December, 1998 |
| e. Discipline/ Double Bunking | e. Remodel | | e. Completed | e. Completed | e. Completed | |
| f. Briefing Room Remodel | f. Remodel | | f. Facilities Management contacting seating vendors | f. Developing conceptual designs; receiving estimates | f. January, 1999 | f. July, 1999 |

| Project | Rent/Lease/ Purchase/Re- model/New construction | Stakeholders | Current Status | Next Steps | Start date of project | Expected completion date |
|---|--|---|----------------|---|--------------------------|--|
| Inverness | | | | | | |
| a. Add 450 new beds incl. 140 single cells | a. New Construction and remodel | MCSO, Environmental Community, Family of inmates, | a. Completed | a. Move into facility | a. July, 1996 | a. Dorms completed March 1998; single cells completed Dec. 1998 |
| b. Remodel visitor/lobby area | b. Remodel/ New Construction | | b. Completed | b. None | b. March, 1998 | b. November, 1998 |
| c. Remodel admin. | c. Remodel | | c. In progress | c. Awaiting completion of construction | c. November, 1998 | c. July, 1999 |
| d. Central Control | d. Remodel/ New Const. | | d. Completed | d. None | d. March, 1998 | d. November, 1998 |
| e. New Sally Port | e. New construction | | e. In progress | e. Awaiting completion of construction | e. March, 1998 | e. December, 1998 |
| f. Kitchen | f. New construction | | f. Completed | f. None | f. March, 1997 | f. March, 1998 |
| g. Medical Clinic and Staff Area | g. New construction | | g. Completed | g. Move in | g. November, 1997 | g. December, 1998 |
| h. Release Center | h. New construction | | h. Completed | h. Move in | h. March, 1998 | h. November, 1998 |

| Project | Rent/Lease/ Purchase/Re- model/New construction | Stakeholders | Current Status | Next Steps | Start date of project | Expected completion date |
|---------------------|--|---|--|--|----------------------------------|---|
| East County Justice | Purchase | MCSO, DA, Courts, ACAJ, City of Gresham | BCC has approved purchase of property. Bob Oberst negotiating with City of Gresham | Project currently over budget. BCC has requested design alternatives to meet budget | August, 1997 | 2002 |
| New Jail | Purchase/New Construction | MCSO, North Portland Community, Environmental Community, Port of Portland | Conducting variety of environmental and geotechnical tests. Produce report for BCC | Continue to meet with community groups; adjust estimated costs based on test results; keep BCC informed. | August, 1997 | 2002 |
| River Patrol | New Construction | MCSO, METRO, Port of Portland, Marine Board | Master plan complete; issued RFP | Award RFP for engineering | 1995 | 2001 |
| Administration | Purchase | MCSO, BCC, other county agencies yet to be defined | Facilities taking BCC through building. Expect to have BCC discussion on Nov. 24 re: possible purchase. DES also evaluating feasibility study of west side of Hawthorne Bridge for Public Safety Building. | Await direction from BCC | September, 1998 | Mid to late 1999 depending on amount of remodeling needed |

| Project | Rent/Lease/ Purchase/Re- model/New construction | Stakeholders | Current Status | Next Steps | Start date of project | Expected completion date |
|--|--|---------------------|---|---|--------------------------|--------------------------------|
| MCRC Remodel a. Kitchen | a. Major Repair | a. MCSO, Aramark | a. Contractors selected; awaiting arrival of garbage disposal unit | a. Begin installation and replace pipes and concrete | a. July, 1998 | a. January, 1999 |
| b. Dining Room | b. Major Repair | b. MCSO | b. awaiting proposals and bids | b. City building permit approval | b. October, 1997 | b. March, 1999 |
| Courthouse Remodel a. Detention Electronics | a. Remodel | MCSO | a. Almost complete | a. Resolve software problems | a. March, 1997 | a. January, 1999 |
| b. Jail | b. Remodel | | b. Need to complete 2nd officer station to comply with Grand Jury recom- mendation | b. Modify video conference room to correct inaccurate measure- ments. Replace TV with slimmer model. Remove large equipment from blocking fire entrance. | b. November, 1997 | b. January, 1999 |

| Project | Rent/Lease/ Purchase/Re- model/New construction | Stakeholders | Current Status | Next Steps | Start date of project | Expected completion date |
|----------|--|---|---|---|--------------------------|--------------------------------|
| Santanas | Purchase | Records, Close Street Supervision | Property being appraised. Appraisal will affect purchase price. Have been waiting over 3 months for appraisal. | Negotiate purchase with owner. General provisions for purchase agreement completed. Estimate of \$850,000 purchase price may be low. Don't know if BCC amenable to greater expenditure of funds. | January, 1998 | |

Law Enforcement Division Strategic Planning Objectives

Critical Issue: 3. Maintain Service & Anticipate Community Needs

Objective: Serve High Profile (2+ DUI) Warrants

| | |
|---|-----------------------------|
| Unit/Group: DUI Enforcement Team | Contact: Sgt. Hadley |
| Date Approved: | Date Completed: |
| Current Revision Date: | Form Updated: By: |

| Strategies/Action Steps | Target Completion Date | Actual Completion Date | Fiscal Impact | Assignment of Responsibility |
|---|------------------------|------------------------|---------------------|---------------------------------|
| Obtain list of outstanding DUI warrants in Multnomah County | 1/99 | | | Sgt. Hadley/ESD |
| Screen warrants list for multiple offenders | 2/99 | | | Sgt. Hadley/Team |
| Request copies of fresh warrants issued by the courts | 2/99 | | | Sgt. Hadley/Records Unit |
| Screen fresh warrants for high profile offenders | 2/99 | | | DUI Team |
| Distribute high profile warrants to participating agencies | 2/99 | | | MCSO/GPD/TPD/FPD |
| Identify high profile offenders through Parole/Probation DUI Unit. | 2/99 | | | Sgt. Hadley/Doug Brown Pro/Prob |
| Serve/Attempt Service on one high profile DUI warrant per 8 hours of patrol | 1/00 | | | DUI Team |
| Augment warrant service through O/T hire | 1/99 | | \$5,000 (DUI Grant) | Sgt. Hadley |
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Comments: _____

Law Enforcement Division Strategic Planning Objectives

Critical Issue: #3. Maintain Services and Anticipate and Meet Community Needs

Objective: To increase Livability in the Metro Region by Cleaning up Dumpsites

| | |
|---------------------------------------|---|
| Unit/Group: Detectives | Contact: Fred Hill/Ralph Hering |
| Date Approved: 5/01/98 | Date Completed: 5/01/99 |
| Current Revision Date: 9/14/98 | Form Updated: 9/14/98 By: S. Owen |

| Strategies/Action Steps | Target Completion Date | Actual Completion Date | Fiscal Impact | Assignment of Responsibility |
|---|------------------------|------------------------|---------------|------------------------------|
| Review Past Goals | 6/15/97 | 6/15/97 | N/A | Hill/Hering/Kraten |
| Review Impact of Enforc. | 6/15/97 | 6/15/97 | N/A | Hill/Hering/Kraten |
| Adjust Methods of Enforcement if needed | 6/15/97 | 6/15/97 | N/A | Hill/Hering/Kraten |
| Budget P0sition | 6/15/97 | 6/15/97 | N/A | Kraten |
| Evaluate Performance of Corrections Crews | 6/15/97 | 6/15/97 | N/A | Hill/Kraten |
| Make Adjustment in way Crews do clean-up | 7/01/97 | 7/01/97 | N/A | Hill/Kraten |
| Equipment Acquisition/cr. | 7/01/97 | 10/01/97 | 1,000 | Hill/Kraten |
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omments: _____

11/1/98

Law Enforcement Division Strategic Planning Goals and Objectives

Critical Issue: Maintain Service and Anticipate and Meet Community Needs

Objective: To Formally Recognize and Implement the "Hasty Team" Concept

Unit/Group: Search and Rescue

Contact: Bob Boertien

Date Approved:

Date Completed:

Current Revision Date:

Form Updated:

By:

| Strategies/Action Steps | Target Completion Date | Actual Completion Date | Fiscal Impact | Assignment of Responsibility |
|---|------------------------|------------------------|------------------|-----------------------------------|
| Prepare draft of policy outlining selection, usage, resources | 12/31/98 | | None | Boertien |
| Review of draft by members of SAR Unit | 01/29/99 | | None | Boertien/ All members of SAR Unit |
| Review of draft by Enforcement Lt. and Commander | 02/15/99 | | None | Boertien |
| Completion/Approval of final Draft | 02/26/99 | | None | Boertien |
| Identify and request needed equipment and training | 02/26/99 | | To be determined | Boertien/ All members of SAR Unit |
| Full implementation | 03/31/99 | | | All members of SAR Unit |
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Comments: _____

Law Enforcement Division Strategic Planning Objectives

Critical Issue: 3. Maintain service and anticipate/meet community needs

Objective: Organize and activate Dive Rescue Team

Unit/Group: River Patrol Unit

Contact: Sgt. J.Gates/ Lt. Martinek

Date Approved: 3/1/98

Date Completed: 10/1/98

Current Revision Date:

Form Updated:

By:

| Strategies/Action Steps | Target Completion Date | Actual Completion Date | Fiscal Impact | Assignment of Responsibility |
|--|------------------------|------------------------|------------------|------------------------------|
| Develop strategies for activating Dive Team | 5/98 | 4/98 | N/A | Gates/Martinek |
| Establish selection criteria. Conduct interviews | 3/98 | 3/98 | N/A | Gates/Martinek |
| Basic dive certification for team members | 5/98 | 5/98 | \$1700 | Gates/Martinek |
| Equip team members | 6/98 | 11/98 | \$8000 (apx) | Gates/Martinek |
| Dive rescue cert. for members | 5/98 | 5/98 | \$1500 | Gates/Martinek |
| Establish training sched. to become response ready | 6/98 | | OT | Gates/Martinek |
| Develop response plan. Tap out page system | 9/98 | 10/98 | N/A | Gates/Martinek |
| Obtain dive response vehicle IMM. | | 10/98 | \$9200/N/A | Gates/Martinek |
| Equip dive response vehicle | 2/99 | | Obtain estimates | Gates/Martinek |
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Comments: Implementation of the Dive Rescue Team and response plan is COMPLETE.
Team performance and equipment goals are ongoing.

Law Enforcement Division Strategic Planning Objectives

Critical Issue: 3. Maintain service and anticipate/meet community needs

Objective: Develop law enforcement based citizen boating course

| | |
|--------------------------------------|-------------------------------|
| Unit/Group: River Patrol Unit | Contact: Sgt. J. Gates |
| Date Approved: | Date Completed: |
| Current Revision Date: | Form Updated: By: |

| Strategies/Action Steps | Target Completion Date | Actual Completion Date | Fiscal Impact | Assignment of Responsibility |
|---|------------------------|------------------------|---------------|------------------------------|
| Develop 1/2 hour LE based boating course for citizens | 2/99 | | N/A | Schnieder/RPU |
| Develop structure for program | 1/99 | | N/A | Schnieder/RPU |
| Obtain best location for training (and time) | 1/99 | | N/A | Schnieder |
| Advertising | 1/99 | | mailing costs | Schnieder |
| Training materials | 1/99 | | N/A | Schnieder |
| Evaluate impact of program | 9/99 | | mailing costs | Schnieder |
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Comments: This program would greatly enhance what we are trying to do in the field and stop problems before they start.


MULTNOMAH COUNTY SHERIFF'S OFFICE

LAW ENFORCEMENT DIVISION

STRATEGIC PLAN

1997-2000

VISION - GOALS -
MILESTONES - COMMUNITY
POLICING - MAINTAIN SE
MANAGEMENT BY FACT -
EMPLOYMENT - LEADERSHIP
PARTNERSHIP - PROTECT
LIVABILITY - FIGHT CRIM
PROFESSIONALISM - PARTICIP
CITIZENSHIP - PLANNING - P
PUBLIC SAFETY - FUTURE
VALUES - SERVICE - EMPC
MULTNOMAH COUNTY -
RESULTS - EFFECTIVE
TIME - VALUE

The seal of the Multnomah County Sheriff's Office is a five-pointed star. The points of the star contain the words "SHERIFF", "COUNTY", "SHERIFF", "COUNTY", and "SHERIFF" from top to bottom. The center of the star features a circular emblem with a landscape scene, including a house, trees, and a body of water. The words "MULTNOMAH COUNTY" are written around the top half of the circle, and "SHERIFF" is written around the bottom half.



Multnomah County Sheriff's Office

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

DAN NOELLE
SHERIFF

(503) 255-3600
TTY (503) 251-2484

September, 1998

Dear Agency/Community Member,

In September, 1997 the Law Enforcement Management Steering Committee was formed. The committee consisted of a cross section of members with diverse job assignments and rank. The committee quickly formulated a common purpose. We felt an immediate need to focus our attention on the future of the law enforcement function within county government.

Our first step was to create a mission statement that would encapsulate our primary purpose. This process quickly took shape and core values and principles were added. Discussion of our hopes and goals led us in the development of our strategic plan which provides a positive, dynamic path into the future. Our plan encompasses five critical issues: **(1) Community policing, (2) Career development, (3) Maintain service and anticipate and meet community needs, (4) Marketing and (5) Budgeting that reflects what we do.**

On the following page you will find a signature block with the signatures of the committee members. One is missing. This committee wishes to express its appreciation to Retired Lt. Merlin Juilfs. While this was indeed a group process, Lt. Juilfs was nominated as our first Chair and this product would not be what it is without his work and leadership.

This document is a condensed representation of our total strategic plan. Each activity in the Critical Issues section has been or will be expanded and implemented. Many members are currently working on making the Strategic Plan into a living, evolving document.

Our thanks go out to all members of our agency, fellow county employees and particularly to members of our community for their support and input. We invite all to read our plan and let us know where to improve and other directions to follow. This committee claims no particular expertise in strategic plan development. It might well be described as a "grass roots" effort. We are, however, committed to providing extraordinary service to those we serve.


Sincerely,

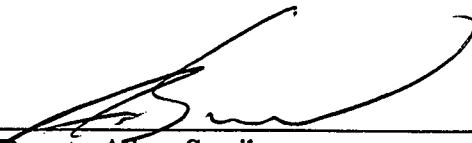
MEMBERS OF THE LAW ENFORCEMENT MANAGEMENT STEERING
COMMITTEE

Management Steering Committee


Deputy Kevin Platt, Chair


Deputy Richard Biles

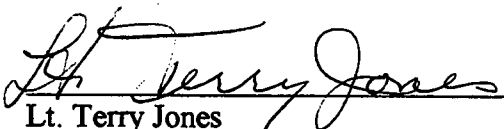

Deputy Eric Smith


Deputy Adam Swail


Sgt. Bob Boertien


Sgt. Karl Hutchison


Sgt. Brent Ritchie


Lt. Terry Jones


Lt. Brian Martinek


Lt. Piete VanDyke


Commander Mel Hedgpeth

LAW ENFORCEMENT DIVISION 1997-2000

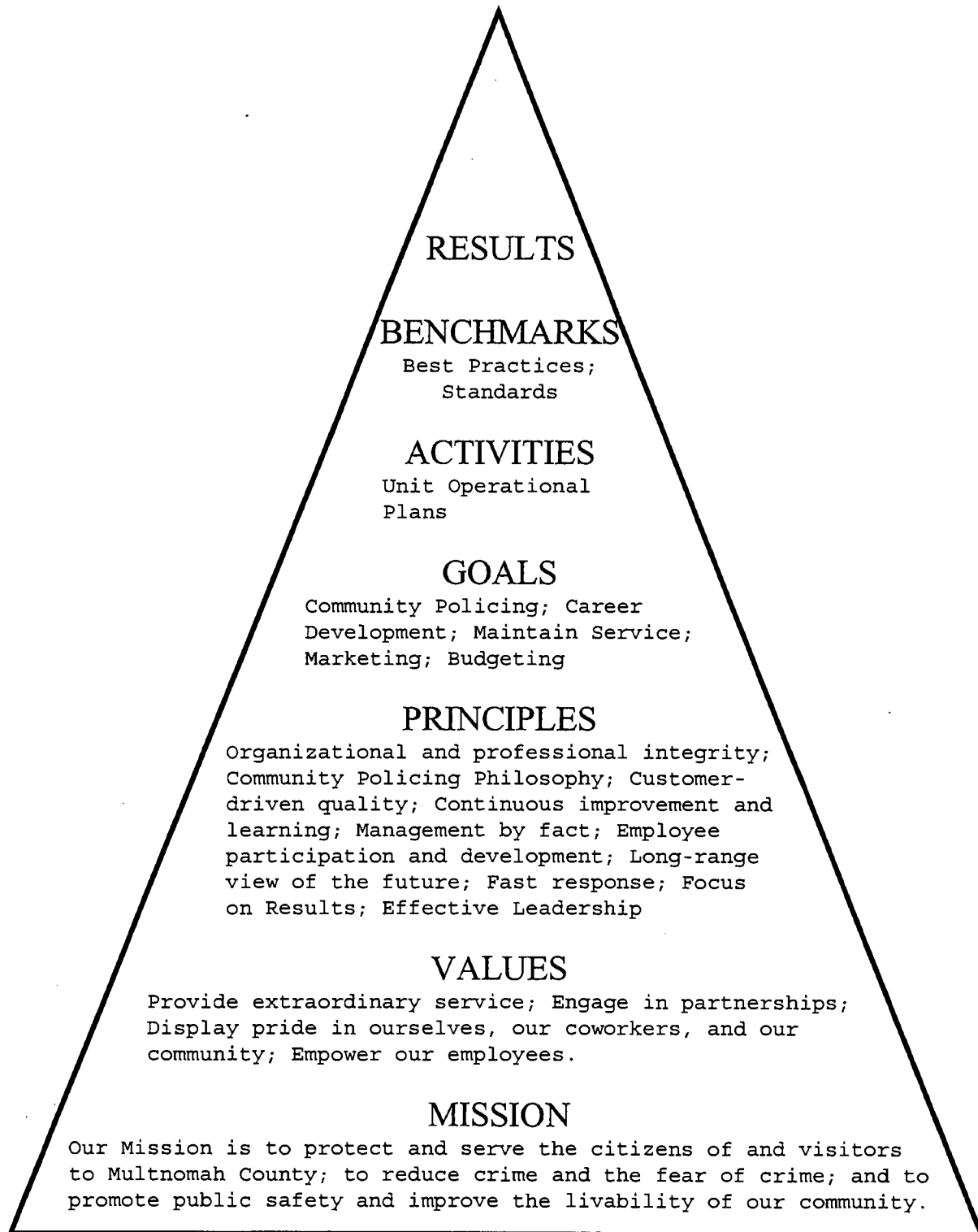


Table of Contents

| | Page |
|--|-------------|
| Law Enforcement Division: Mission/Values/Principles | 2 |
| Law Enforcement Division: Definition Statement | 3 |
| Critical Issue #1: Community Policing | 5 |
| Critical Issue #2: Career Development | 6 |
| Critical Issue #3: Maintain Service and Anticipate and Meet Community Needs | 7 |
| Critical Issue #4: Marketing | 8 |
| Critical Issue #5: Budgeting That Reflects What We Do | 9 |
| Community Policing Attributes | 10 |
| Community Policing Success Factors | 12 |
| SARA Model | 14 |

LAW ENFORCEMENT DIVISION MISSION/VALUES/PRINCIPLES

Our Mission is to protect and serve the citizens of and visitors to Multnomah County; to reduce crime and the fear of crime; and to promote public safety and improve the livability of our community.

We believe that in order to accomplish this mission, it is our responsibility and commitment to:

1. Provide extraordinary service in a professional manner, treating all persons with dignity and respect;
2. Engage in partnerships and problem solving by accepting ownership and by being accountable for leadership in the community;
3. Display pride in ourselves, our coworkers, and our community;
4. Empower our employees to exercise creativity in the fulfillment of their duties.

The principles that guide all of our activities are:

- Organizational and professional integrity
- Community Policing Philosophy
- Customer-driven quality
- Continuous improvement and learning
- Management by fact
- Employee participation and development
- Long-range view of the future
- Fast response
- Focus on results
- Effective leadership

LAW ENFORCEMENT DIVISION DEFINITION STATEMENT

Our Mission is to protect and serve the citizens of and visitors to Multnomah County; to reduce crime and the fear of crime; and to promote public safety and improve the livability of our community.

We believe that in order to accomplish this mission, it is our responsibility and commitment to:

1. **Provide Extraordinary Service** in a professional manner, treating all persons with dignity and respect. Extraordinary service is service that goes beyond the expectations of the customer.
2. **Engage in Partnerships and Problem Solving** by accepting ownership and by being accountable for leadership in the community. Partnerships are cooperative interactions with groups or individuals that leverage resources or create situations where the sum of efforts is greater than the individual parts. Problem solving is an approach to a community or crime problem that uses the SARA methodology to diagnose, treat and evaluate efforts toward solutions.
3. **Display Pride** in ourselves, our coworkers, and our community. Pride is a sense of well-being and satisfaction that comes from doing the best possible job under the circumstances.
4. **Empower our Employees** to exercise creativity in the fulfillment of their duties. Empowerment is the exercise of freedom, within agency values and ethical guidelines, to formulate responses to problems or work situations.

The principles¹ that guide all of our activities are:

- **Organizational and Professional Integrity:** those rules, procedures, attitudes and actions that reflect honesty in our conduct, and our written and spoken word.
- **Community Policing Philosophy:** a philosophy that promotes and supports organizational strategies to address the cause and reduce the fear of crime; improves community livability through problem solving tactics and community-police partnerships.

¹ The principles have been adapted from the Malcolm Baldrige National Quality Award Criteria.

- **Customer-Driven Quality:** determine customer wants and community needs, and strive to deliver them legally, morally, and ethically.
- **Continuous Improvement and Learning:** a commitment to training, education, and the evaluation of processes used to provide service.
- **Management by Fact:** relying on factual information and data to make operational decisions.
- **Employee Participation and Development:** Empowerment and recognition of the unique talents of all employees in the provision of service.
- **Long-Range View of the Future:** Planning and Operations guided by a realistic view of time periods beyond the present: 1 yr, 2 yrs., 5 yrs.
- **Fast Response:** Continual evaluation of processes that ensure prompt attention to community problems and needs.
- **Focus on Results:** A commitment to do what we say we are going to do, and to maximize the effect of resource expenditures.
- **Effective Leadership:** Managers and supervisors who believe in the mission, values and principles of the organization, and strive every day to put them into practice.

CRITICAL ISSUE:

1. **COMMUNITY POLICING**

GOAL: TO RECOGNIZE, REINFORCE AND PROMOTE EXISTING COMMUNITY POLICING METHODS AND IMPLEMENT NEW ACTIVITIES TO MEET COMMUNITY OR ORGANIZATIONAL NEEDS.

ACTIVITIES:

FISCAL YEAR 97-98:

- Initial Supervisor Training: Community Oriented Policing
- Establish Citizen Advisory Boards--East and West
- Establish Newsletter
- Establish Team Assignments
- Develop/Conduct Citizen Survey--Baseline satisfaction level
- Deputy Voice Mail/Pagers
- Develop and Distribute Problem Solving Planner for Deputies
- Monthly Sergeant Meetings

FISCAL YEAR 98-99:

- Establish Planning Cycle and Benchmarks
- Finish and Publish Strategic Plan
- Establish Community Activity Tracking and Data Collection
- Establish Results Reporting Mechanism
- Establish Performance Measures Consistent with the Budget
- Unit Critical Issues/Processes
- Initial Deputy Training
- Continue Sergeant Training
- Community Policing Training Bulletin

FISCAL YEAR 99-00:

- Unit Operational Plans derived from Strategic Plan
- Unit Procedures Manuals

BENCHMARKS/STANDARDS:

- Crime Reduction
- Reduce Fear of Crime
- Livability/Quality of Life Improvements

CRITICAL ISSUE:

2. CAREER DEVELOPMENT

GOAL: TO HAVE A SYSTEM IN PLACE BY JULY 1, 1999 TO ENSURE THAT LAW ENFORCEMENT PERSONNEL DEVELOP SKILLS THAT ENABLE THEM TO BE SUCCESSFUL IN PRESENT AND FUTURE ASSIGNMENTS.

ACTIVITIES:

FISCAL YEAR 97-98:

- Conduct Community Policing Training for Sergeants
- Develop training Plan
- Develop/Institute Roll Call Training/Skills/Other Training

FISCAL YEAR 98-99:

- Determine Sergeant/Deputy Career Preferences
- Conduct Probationary Sergeant Evaluations and Training
- Develop Rotation Policy
- Develop Career Mapping
- Develop Performance Evaluation System

FISCAL YEAR 99-00:

- Graduate Studies
- Officer Exchange Programs
- Private Sector Mentoring/Executive Loan
- Internal Mobility: Corrections to Law Enforcement, Civil to Corrections, etc.
- FBI Academy Nominations
- Assign Administrative Sergeant

BENCHMARKS/STANDARDS:

- Increased Job Satisfaction
- Improved Job Skills

CRITICAL ISSUE:

3. MAINTAIN SERVICE AND ANTICIPATE AND MEET COMMUNITY NEEDS

GOAL: TO PROVIDE EXTRAORDINARY CUSTOMER DRIVEN SERVICE TO THE RESIDENTS OF AND VISITORS TO MULTNOMAH COUNTY.

ACTIVITIES:

FISCAL YEAR 97-98:

- Patrol Services
- River Patrol
- Civil/Extradition
- School Resource Officers
- DUII Enforcement
- Court Security
- Wood Village/Maywood Park
- Special Investigations Unit
- ODOT Commercial Vehicle Safety/Hazardous Materials
- Investigations (Special Teams: East County Major Crimes Team, Child Abuse Team, METRO Illegal Dumping)
- Electronic Monitoring

FISCAL YEAR 98-99:

- Establish Warrants Unit
- Participate in Other Metropolitan Task Forces (Youth Gang Anti-Violence Task Force – YGAT, Auto Theft, etc.)
- Interagency Leadership
- Develop Criminal Intelligence Function
- Establish Technical Crimes Unit
- Plan for Wood Village Population Increase
- Improve Hansen Building Info Center/Desk/Telephone System

FISCAL YEAR 99-00:

- Develop Gang Enforcement Function
- School Drug Education

BENCHMARKS/STANDARDS:

- Improved Productivity
- Increased Effectiveness

CRITICAL ISSUE:

4. MARKETING

GOAL: TO PUBLICLY AND INTERNALLY PROMOTE THE ACTIVITIES, PERSONNEL, AND OPERATIONS OF THE LAW ENFORCEMENT DIVISION IN A POSITIVE AND PROACTIVE MANNER.

ACTIVITIES:

FISCAL YEAR 97-98:

- Newsletter/Annual Report
- Board Briefings
- Media Opportunities
- Citizen Advice /Advisory
- On-call PIO

FISCAL YEAR 98-99:

- Full Time Public Information Officer
- Publishing: Articles
- Utilize Cable Access TV
- Distribute Newsletter to Public

FISCAL YEAR 99-00:

- Publishing: Books

BENCHMARKS/STANDARDS:

- Public Awareness of Sheriff's Office Operations/Philosophy
- Public and Political Support for Sheriff's Office Programs

CRITICAL ISSUE:

5. BUDGETING THAT REFLECTS WHAT WE DO

GOAL: TO CONTINUE TO PROMOTE RESPONSIBLE EXPENDITURE OF
DIVISION RESOURCES AND EMPLOYEE PARTICIPATION IN THE
BUDGET PROCESS

ACTIVITIES:

FISCAL YEAR 97-98:

- Budget reflect Agency and Division Values
- Unit Managers Trained and Accountable for Budgets
- Identify/Train Grant Writers

FISCAL YEAR 98-99:

- Budget ties directly to Benchmarks/Results/Community Policing
- Establish Performance Measures Consistent with the Budget
- Grant Writing
- Private Funding Sources
- Establish Budget Teams

FISCAL YEAR 99-00:

- Resource requests/allocation reflect strategic direction of the Division
- and adequately funds activities consistent with that direction

BENCHMARKS/STANDARDS:

- Unit managers familiar with the budget and budget process
- Members familiar with the budget process

COMMUNITY POLICING ATTRIBUTES

PROBLEM SOLVING

Problem-Solving Orientation: Personnel at all levels deal with law enforcement and community problems by a standard method of identifying, diagnosing and responding to these problems. Members engage citizens and other organizations in solutions.

Information Systems: Systems are expanded to include the collection, analysis and dissemination of information about community demographics, crime patterns, service providers, police performance measures, and other data sets needed to support community based problem-solving activities.

Information Feedback: Members provide responsive and timely feedback to one another and citizens on problem-solving initiatives and strategies.

EMPOWERMENT

Leadership and Delegation: Command and supervisory personnel provide leadership and support to subordinates through example and delegate authority to commit resources to solving problems in the community.

Employee Recognition: Employee recognition and promotion processes are in place within the agency which encourage and reward employees engaged in community policing.

Training Programs: Programs are in place to ensure that every level of the organization receives community policing and related training.

SERVICE ORIENTATION

Customer Needs: Personnel at all levels place a high priority on awareness of customer needs, and the fulfilling of those needs.

Community Values: All personnel recognize that a diversity of geographic, demographic and cultural communities exist in the jurisdiction, and that community values and priorities are reflected in the police services delivered.

PARTNERSHIPS

Community-Police Collaboration: Members of the community actively collaborate with law enforcement to make neighborhoods safer and more liveable

Planning: Community policing planning processes include not only agency personnel, but also other government agencies and private citizens.

Interagency Cooperation: The organization has formal and informal cooperative agreements with other agencies and community groups to address community police problems.

Citizen Empowerment: Citizens are encouraged to initiate solutions to community problems and obtain police support when and where needed.

Local Government Support: The County's policy is to provide law enforcement with the required resources and empowerment to collaborate with other government and private agencies and citizens in problem-solving strategies.

RESPONSIBILITY/ACCOUNTABILITY

Accountability: All members of the organization are accountable to each other and to the community for exercising their empowerment to serve the needs of the community and the organization.

Budget Management: Unit managers and supervisors have flexibility for community policing resource allocation and program management.

Policies and Procedures: The policies and procedures of the organization are revised to provide general guidelines for decision making authority, discretion, and initiative in problem solving.

Performance Measurement: Performance of individuals and organizational units is regularly measured against the key attributes and success factors of community policing in addition to traditional performance measurement..

Assignment Areas: Officer assignments are made with continuity and consistency of assignment as a goal. Where possible, officers are assigned to an area for an extended period of time and become the primary contacts between the citizens and the organization.

COMMUNITY LEADERSHIP

Organizational Initiative: The organization takes the lead in interactions with the community, and provides leadership initiate partnerships and problem solving activities.

Recruitment and Hiring: Practices ensure that applicants represent a broad range of cultural and ethnic communities.

RISK-TAKING

Innovation and Creativity: Employees are empowered to develop non-traditional responses and apply creative solutions to problems and situations where appropriate. Agency policies and procedures recognize and encourage these responses and solutions.

BOTTOM-UP MANAGEMENT PHILOSOPHY

Organizational Structure and Values: The organization is unequivocally committed to a style of policing whose structure and values emphasize participation, initiative, empowerment, and problem-solving at all levels.

Open Communications: Decision making and problem solving at all organizational levels involves open and frequent communication among employees and citizens to encourage discussion and negotiation.

COMMUNITY POLICING SUCCESS FACTORS

COMMUNITY/NEIGHBORHOOD LIVABILITY

Citizens perceive that community and neighborhood livability is good or significantly improved.

FEAR OF CRIME

Citizens perceive that the fear of crime in the neighborhood and the community is not significant or is significantly reduced.

INCIDENCE OF CRIME

Citizens perceive that the incidence of crimes which are of greatest concern to their neighborhood and the community is significantly reduced.

CITIZEN EMPOWERMENT

Citizens perceive that they are empowered to set priorities for police activities in their neighborhoods and the community and to participate with the police in problem solving.

CITIZEN SATISFACTION

Citizen satisfaction with services provided by the police is high or is significantly increased.

LONG TERM STABILITY

The Sheriff's Office is enjoying ongoing support from the community and local government for its programs and budgets.

PROBLEM SOLVING

More time is being spent by members on proactive and coactive problem solving activities.

EMPLOYEE EMPOWERMENT

Employees perceive that they are empowered to use their initiative and resources to solve problems with a minimum of managerial restraints.

JOB SATISFACTION

Personnel are showing increased job satisfaction.

INTERAGENCY COORDINATION

There is better coordination and allocation of responsibilities among social, criminal justice and other service agencies to prevent and solve community and public safety problems.

OFFICER SAFETY

There are fewer and less severe line-of-duty injuries and personnel feel safer.

LOCAL GOVERNMENT SUPPORT

Multnomah County outside of the Sheriff's Office is demonstrating a willingness to support and participate in community policing efforts.

SARA MODEL

Questions that can be asked and/or answered as part of the problem solving process:

SCANNING

Nature of the problem:

How was the problem identified?

Who identified the problem?

How and why was this problem selected from among other problems?

How serious is this problem?

ANALYSIS

Methods of Analysis used:

What information will help you to better understand the nature and extent of the problem?

How long has it been a problem?

What harm has resulted from the problem?

What procedures or legislation exist or are needed to help address this problem?

Who is affected by the problem?

Where does the problem occur?

When does the problem occur?

Is this a victim, suspect, or location problem?

What are the underlying conditions?

What are the current responses to the problem?

In what ways are citizens to be involved in the analysis of this problem?

RESPONSE

Methods of response proposed:

What do you intend to accomplish with the response plan?

What needs to be done before you can implement your plan?

What difficulties do you anticipate?

What resources are available or are needed to solve the problem?

How are citizens or other criminal justice and/or social service agencies involved in the response to the problem?

ASSESSMENT

How will you measure the results?

How long will the response be evaluated?

Problems that may be encountered in assessing the response:

What are the desired results?

What are the actual results?

What goals were not accomplished, and what impact did that have on the problem?

Will your response need to be ongoing to maintain results?

How will citizens be involved in your evaluation process?

Will continued monitoring be necessary?



Multnomah County Sheriff's Office

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

DAN NOELLE
SHERIFF

(503) 255-3600
TTY (503) 251-2484

MEMORANDUM

TO: NEW HIRE ORIENTATION INSTRUCTORS

CC: Fernando Conill, HR
Training File

FROM: SERGEANT MARY L. LINDSTRAND 18019, Manager Training Unit

M. Lindstrand
18019

DATE: November 19, 1998

SUBJECT: RESULTS OF THE NEW HIRE ORIENTATION SURVEYS (JULY-OCT98)

Attached are the results of the MCSO New Hire Orientation surveys. I hope you enjoy the comments and the ratings you received. The ratings are 1 through 5, five (5) being the highest score.

| | | | | | | | |
|--|--------------------|---|---|---|----|----|------------|
| Summary of the New Hire/ Training Survey | | | | | | | |
| July thru October 1998 | | | | | | | |
| The following is a summary rating of the New Hire Orientation Survey for July thru October 1998. | | | | | | | |
| The comments contained in the surveys follow the ratings. | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | # Returned Ratings | 1 | 2 | 3 | 4 | 5 | AVG RATING |
| | | | | | | | |
| Payroll | 20 | | | 1 | 8 | 11 | 4.50 |
| Instructor | 19 | | | 1 | 5 | 14 | 4.89 |
| IAU | 20 | | | 1 | 6 | 13 | 4.60 |
| Instructor | 19 | | | 1 | 8 | 11 | 4.74 |
| Swearing In | 20 | | | | 6 | 14 | 4.70 |
| Ethics | 20 | | | 2 | 5 | 13 | 4.55 |
| Instructor | 19 | | | 2 | 3 | 15 | 4.89 |
| Training | 19 | | | 1 | 5 | 13 | 4.63 |
| Instructor | 19 | | | 1 | 5 | 13 | 4.63 |
| Recv/Order Equip | 10 | | | 2 | 5 | 3 | 4.10 |
| Personnel | 20 | | | | 7 | 13 | 4.65 |
| Instructor | 20 | | | 2 | 5 | 13 | 4.55 |
| OCC Health | 17 | | | 1 | 8 | 8 | 4.41 |
| OSHA | 20 | | | 3 | 5 | 12 | 4.45 |
| Instructor | 20 | | | 3 | 4 | 13 | 4.50 |
| Harass/Discrim | 20 | | | 2 | 4 | 14 | 4.60 |
| Instructor | 20 | | | | 6 | 14 | 4.70 |
| Policy Manuals | 16 | | | | 5 | 11 | 4.69 |
| Instructor | 16 | | | | 4 | 12 | 4.75 |
| Chaplain | 20 | | | 1 | 10 | 9 | 4.40 |
| Instructor | 20 | | | 1 | 8 | 11 | 4.50 |
| Content New Hire | 20 | | | 1 | 7 | 12 | 4.55 |
| Organization New Hire | 19 | | | 2 | 8 | 9 | 4.37 |

Payroll:

It was very interactive.

Should express leave accruals in hours/days/months/years. Not fraction/hours worked.

Very knowledgeable person, only held back by contract negotiations.

Just the right amount of time spent on the subject.

Appreciated her providing direct deposit paperwork at that time.

Lori Sander was very helpful and very thorough.

IAU:

Information was good to know.

Two hours allowed, but material was covered well in 1 hour.

Gave good examples.

All 3 Sgts were very informative on their specific briefings.

The instructor did a good job of presenting the info in a non-threatening yet very serious manner.

Appreciated his explanation of the differences in IAU & criminal invest. Who are the IAU people.

Very informative and direct.

Very thorough and brief but to the point.

Swearing in:

It was nice. It was nice to meet Dan Noelle.

Group pictures.

I had never been to anything like it. I feel it has an excellent aura, "Part of the family."

Welcoming - good experience.

Very nice way to welcome employees.

Super nice! Very positive, like a family reunion. I felt very welcomed & the donut holes were great.

A lot more than what I expected.

Would have liked to meet the Sheriff. But that's okay.

Very family orientated. Wasn't looking forward to it, but once into it, I enjoyed it a lot.

Ethics:

This section never seemed to "come together".

Great things to think about, unforeseeable circumstances.

Easy to understand information.

A few more examples of "what ifs."

Good common sense, & good to have during orientation.

Very useful.

Training:

Good information.

Good command of what we need to do; paperwork, etc.

Very knowledgeable. She was great.

Very nice and made the whole thing interesting.

Rcvng/Ordering Equip:

Received all paperwork for uniforms. Maybe go over the information more indepth.

Personnel:

Very helpful. Re: benefits.

Should clearly explain FMLA/OFLA purpose, etc - only used acronyms.

Good information and samples.

Much needed information. Good instructor.

Instructor made paperwork enjoyable with good attitude.

Good; like the chocolates! Maybe we could have more updated paperwork if there is some.

Very helpful and thorough.

OCC Health:

Didn't realize the thing about the shots.

Very informative.

Very fast and efficient.

OSHA:

Valuable information. Will help keep you out of trouble.

Knowledgeable instructor, did not drag the topic out, but was thorough.

A lot of good info., but gone through very quickly.

Very informative. Learned a lot, Kathy Parker was very knowledgeable, and easy to understand.

Sgt Parker is great! Very knowledgeable and thorough.

Very informative. Enjoyed segment! Very knowledgeable instructor.

Harassment/discrimination:

The instructor was very good.

Superb instructor. Great information.

Very good presentation. Felt that trainee interaction with instructor was very positive and informative.

Group activities helped to form a more personal display with each other.

Appreciated the video with concrete examples.

Very good! Knowledgeable instructor and the groups (break-outs) were a good idea.

Great instructor.

Brent Ritchie knows the material very well. He has a great sense of humor!

Sgt Ritchie was very funny and serious at the same time. Very thorough.

Policy Manuals:

A lot of information in a little time.

Presented subject matter in an interesting and relaxed manner conducive to new hire interaction and questions - comfortable at questions - comfortable atmosphere.

Chaplain:

Very caring person. It's nice to know that someone is available.

Comfortable and informative session.

Good to know about.

He was great.

Content New Hire Orientation:

Sometime dry.

Possible facility tours.

A great way to start your employment.

Overall excellent, some areas a bit rushed.

Appreciate handouts - there is so much verbal info that its good to have written info to review.

It's a lot of info to absorb at once, but I understand its necessary.

Orientation was very informative and helpful. Thanks.

Everything was very thorough. All instructors were very good.

Organization of New Hire Orientation:

All personnel where well organized.

Goes with a real good flow.

Liked the flow of things; personnel info should be kept on first day.

Some info was delivered to us too fast.

A few sections could probably use some more time.

All training was very thorough and done in a timely manner.

Things not covered / like to see added:

Support staff required to know prisoner rules but was not provided rules book.

Facility tours for total better understanding of Sheriff's office organization.

More information on command structure and information (basic) on promotions to look forward to.

More thorough tours of all facilities- expanded times for classification, gun safety, report writing, and facility orientation - brief overview of how an inmate starts the process and stages during his/her trip through the system, to help orient and start new hires thinking before they hit each session.

More indepth OSHA info., more about Mult.Co.(overview) if possible, more about Civil Division & Law Enforcement (overview).

More history, actual experiences, videos.

Might be nice to go over insurance options here so a decision can be better made?

Tours

What about overview of Sheriffs office, responsibilities, jurisdictions, various facilities on slide show.

Things to be taken out:

Nothing.

The shots.

Not taken out, but maybe IAU and criminal investigations could be together.

The chairs. These were not that comfortable.

Nothing.

Nothing.

Comments and suggestions:

Have it not specifically taught by corrections officers. Add support staff to aid in the process to comfortable the support to corrections staff, I.E. equipment property, FSO, counselors etc.

When we received our assignments I had no idea what time to be at work. Please put times vs "C" shift, "E" shift.

I think classification wanted another hour. Great tour of MCDC.

One day longer so that some of the classes won't be rushed.

Very informative, very personable instructors.

**MULTNOMAH COUNTY
SHERIFF'S OFFICE**

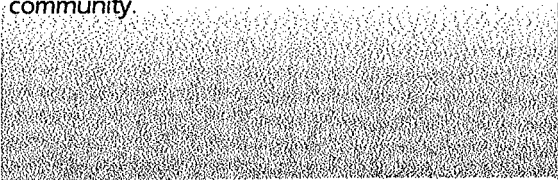
Budget Snapshot



**Budget =
\$87,553,709**

WE ARE THE SHERIFF'S OFFICE

We are 968 professionals doing a job we believe makes our community safer and more livable. We comprise 21% of the Multnomah County work force. During the next year we will book approximately 45,000 prisoners, serve over 2 million meals, manage 43,000 inmates, and patrol 384 miles of road and waterways. Many of us work behind the scenes to pay the bills, hire the staff, and order supplies to keep our operation going. We will share with our community the trauma of lost loved ones due to the irresponsible behavior of others. We will rejoice when a lost child is found and mourn when we are too late. At least one hundred of us will be injured so seriously that we will have to seek medical attention. The Multnomah County Sheriff's Office—dedicated to the safety of our community.



BUDGETING IN MULTNOMAH COUNTY

Most government and not-for-profit organizations operate on a "fund accounting" basis. In fund accounting, each fund is a separate accounting entity and has a separate set of balancing books. Revenue and expenditures are separated into funds for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations restrictions or limitations. The Sheriff's Office has funds budgeted in seven different funds.

| Fund | Desc. | Fund | Desc. |
|------|--------------|------|-----------|
| 100 | General | 180 | Spec. Ops |
| 156 | Fed/State | 150 | Road |
| 168 | Inmate Funds | 151 | Tel. Tax |
| 169 | Jail Levy | | |

PRICE LIST

| | |
|----------------------------------|---------------------|
| Department Costs FY 98-99 | \$87,555,709 |
|----------------------------------|---------------------|

| | |
|----------------------------------|---------------------|
| Program Revenues FY 98-99 | \$28,493,409 |
|----------------------------------|---------------------|

| | |
|--------------------------------------|---------------------|
| General Fund Support FY 98-99 | \$59,062,698 |
|--------------------------------------|---------------------|

| | |
|--|----------------------|
| Approximate Levy Fund Shortfall In FY 00-01 | (\$3,690,166) |
|--|----------------------|

| | |
|---|---------------|
| Percent of Budget to Internal Service Reimbursements | 15.34% |
|---|---------------|

| | |
|---|-------------|
| Year ISD & Facilities Budgets Consume Entire MCSO Budget | 2030 |
|---|-------------|

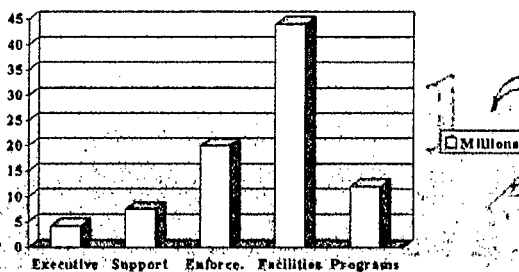
| | |
|---|-----------------|
| Average Cost to House a Prisoner in FY 96-97 | \$103.00 |
|---|-----------------|

| | |
|---|----------------|
| Per Day Revenue Received from the U.S. Marshal and INS for hous- ing Federal Prisoners | \$89.98 |
|---|----------------|

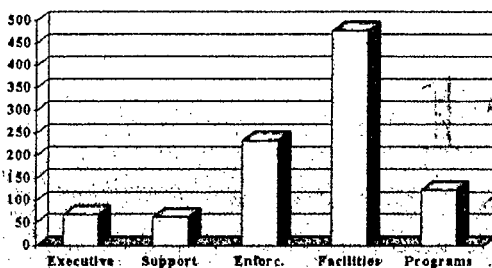
| | |
|---|------------------|
| First Full Year Operating Costs for Video Conferencing | \$225,521 |
|---|------------------|

MCSO BY THE NUMBERS

FY 98-99 Adopted



FTE's By Division



Need More Information?

- | | |
|--|---|
| <input type="checkbox"/> Strategic Plan | <input type="checkbox"/> Double Bunking & Federal Court Order |
| <input type="checkbox"/> MCSO Budget | <input type="checkbox"/> Inverness Jail Expansion |
| <input type="checkbox"/> SB 1145 | <input type="checkbox"/> Booking Remodel |
| <input type="checkbox"/> Every 15 Minutes | <input type="checkbox"/> Three Year Budget |
| <input type="checkbox"/> East County Community Issues | <input type="checkbox"/> Public Safety Levy |
| <input type="checkbox"/> Law Enf. Strategic Plan | <input type="checkbox"/> Cost of a Good Idea |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Special Needs Inmates |
| <input type="checkbox"/> Training & Cost Savings | <input type="checkbox"/> Facility Issues |
| <input type="checkbox"/> Multnomah County Restitution Center | <input type="checkbox"/> Cognitive Restructuring |
| <input type="checkbox"/> Corrections & Law Enforcement Records Consolidation | <input type="checkbox"/> Other (Specify Below) |

Comments:

We want to provide you with as much information as you need. Please mark the items on which you desire more information and we will have someone contact you. Return them to MCSO at 12240 NE Glisan, Portland, Oregon 97230, or Building 313/Barbara Simon

Name

Address

Phone

**MULTNOMAH COUNTY SHERIFF'S
OFFICE**

Multnomah County Sheriff's Office
12240 NE Glisan
Portland, Or. 97230

MULTNOMAH COUNTY SHERIFF'S OFFICE

SUPPORT DIVISION

