

BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY OREGON

In the Matter of Reassessing the Role of            )  
the Sheriff's Office in Law Enforcement            ) RESOLUTION  
and Establishing its Future Mission                ) 94-113

WHEREAS, effective July 1, 1994, Multnomah County will have fulfilled the intent of Resolution A, adopted March 15, 1983, to proportionately reduce the provision of "urban level" of "municipal police service" to those persons living within Multnomah County's urban growth boundary; and

WHEREAS, the opportunities created by annexations provide an opportunity for the Board of County Commissioners and the Sheriff to rethink its continuing role in providing law enforcement services; and

WHEREAS, on and after July 1, 1994, all citizens of Multnomah County have a continuing need for law enforcement services provided by the sheriff, that complement traditional "municipal police service" provided by cities; and

WHEREAS, the Multnomah County Home Rule Charter provides that "the people of Multnomah County" shall elect a county sheriff for the function of said office as prescribed by state law"; and

WHEREAS, ORS 206.210 grants to the county sheriff the authority to organize the work of the office of the sheriff; and

WHEREAS, the Sheriff's office has an experienced, well educated workforce dedicated to and experienced in community policing and public safety and these experienced officers can enhance the public safety needs of all county residents; and

WHEREAS, that as of July 1, 1994, the City of Portland has agreed to assume the following functions:

- + patrol in mid-county, including the unincorporated pockets within incorporated areas
- + linking neighborhood liaison officers with the county's Family Centers and juvenile diversion effort within the City of Portland
- + DARE within Portland school district

THEREFORE, BE IT RESOLVED, that the Multnomah County Board of Commissioners supports the Sheriff continuing to provide the citizens of Multnomah County law enforcement functions prescribed by state law, including, but not limited to:

efficient and effective accredited jail system  
rural patrol and detectives  
services to the Northeast cities  
safety action team partnerships in Brentwood-Darlington,  
Columbia Villa, and David Douglas and the unincorporated areas  
family safety education and juvenile diversion in east county  
DARE education  
drug enforcement  
river patrol  
PUC/HAZMAT  
civil process  
concealed weapons, alarm ordinance  
prisoner guarding and transport  
intergovernmental agreements to provide law enforcement  
DUII enforcement

THEREFORE, BE IT FURTHER RESOLVED, that the Board of County Commissioners will reduce the number of sworn officers in the Sheriff's office and supports reductions in the following areas, recognizing that the Sheriff can deploy officers as needed:

- + patrol officers, detectives, and support personnel associated with the patrol of annexed areas in unincorporated mid-county
- + officers associated with specialized drug enforcement
- + officers associated with DARE within Portland school district
- + officers and non-sworn staff associated with reduced administrative and support needs

The budget actions associated with these transfers are described in Attachment A and incorporated by reference herein. Agreements between the City of Portland and Multnomah County on law enforcement issues are described in Attachment B and incorporated by reference herein.

BE IT FURTHER RESOLVED, that during the 1994-5 fiscal year, the Board of County Commissioners and Sheriff will commission an independent operational analysis of the Multnomah County Sheriff's office through the County Auditor's office. The plan for the organizational analysis is described in Attachment C, which is incorporated by reference.

BE IT FURTHER RESOLVED, that during the 1994-5 fiscal year, the Board will request that the Public Safety Council:

- + develop an analysis to determine the financial ramifications of adding public safety personnel to the criminal justice system

+ develop a well coordinated, comprehensive strategic plan on school safety. Council will explore with the schools, cities, and county, the current and potential use of DARE/GREAT officers, school resource officers, and police liaison officers.

APPROVED this 9th day of June, 1994.



MULTNOMAH COUNTY, OREGON

By *Bob Skipper*  
Bob Skipper  
Sheriff

By *Beverly Stein*  
Beverly Stein  
Multnomah County Chair

By *Tanya Collier*  
Tanya Collier  
County Commissioner

By *Sharron Kelley*  
Sharron Kelley  
County Commissioner

By *Gary Hansen*  
Gary Hansen  
County Commissioner

By *Dan Saltzman*  
Dan Saltzman  
County Commissioner

REVIEWED:  
LAURENCE KRESSEL, COUNTY COUNSEL  
for MULTNOMAH COUNTY, OREGON

By *Laurence Kressel*

ATTACHMENT A

05/31/94

REDUCTIONS TO SHERIFF'S BUDGET  
FY 1994-95

|                                     | BUDGET REQUEST   |                    |                    | CHAIR PROPOSED BUDGET |                        |                        | CHAIR 5/31    |             |             | REMAINING 5/31    |                    |                    |
|-------------------------------------|------------------|--------------------|--------------------|-----------------------|------------------------|------------------------|---------------|-------------|-------------|-------------------|--------------------|--------------------|
|                                     | Budgeted Dollars | Budget FTE (Sworn) | Budget FTE (Other) | Reductions Dollars    | Reductions (Sworn FTE) | Reductions (Other FTE) | Chair Dollars | FTE (Sworn) | FTE (Other) | Remaining Dollars | Remain FTE (Sworn) | Remain FTE (Other) |
| Executive Office                    | 708,196          | 3.00               | 2.00               |                       |                        |                        |               |             |             | 708,196           | 3.00               | 2.00               |
| Inspections                         | 242,774          | 2.00               | 1.00               |                       |                        |                        |               |             |             | 242,774           | 2.00               | 1.00               |
| Enforcement Admin                   | 1,797,002        | 1.00               |                    |                       |                        |                        |               |             |             | 1,797,002         | 1.00               | 0.00               |
| Uniform Admin                       | 281,256          | 2.00               | 2.00               | 103,551               | 1.00                   |                        |               |             |             | 281,256           | 2.00               | 2.00               |
| Civil Admin                         | 94,893           | 1.00               |                    |                       |                        |                        | 94,893        | 1.00        |             | 0                 | 0.00               | 0.00               |
| Community Pol Admin                 | 105,599          | 1.00               |                    |                       |                        |                        |               |             |             | 105,599           | 1.00               | 0.00               |
| Comm Safety Education               | 140,088          | 1.50               | 1.00               | (395,563)             | -6.00                  |                        |               |             |             | 140,088           | 1.50               | 1.00               |
| Columbia Villa SAT                  | 312,844          | 3.12               | 0.89               |                       |                        |                        |               |             |             | 312,844           | 3.12               | 0.89               |
| Brentwood/Darlington SAT            | 81,126           | 1.00               |                    |                       |                        |                        |               |             |             | 81,126            | 1.00               | 0.00               |
| David Douglas SAT                   | 281,449          | 3.00               | 1.00               |                       |                        |                        |               |             |             | 281,449           | 3.00               | 1.00               |
| PAL                                 | 0                | 0.00               |                    |                       |                        |                        |               |             |             | 0                 | 0.00               | 0.00               |
| Maywood Park SAT                    | 0                | 0.00               |                    |                       |                        |                        |               |             |             | 0                 | 0.00               | 0.00               |
| Wood Village SAT                    | 0                | 0.00               |                    |                       |                        |                        |               |             |             | 0                 | 0.00               | 0.00               |
| DARE                                | 252,857          | 3.00               |                    | 214,413               | 3.00                   |                        | 70,631        | 1.00        |             | 182,226           | 2.00               | 0.00               |
| SIU                                 | 1,386,757        | 11.00              | 1.00               | 924,495               | 9.00                   | 1.00                   | 419,632       | 5.00        |             | 967,125           | 6.00               | 1.00               |
| ROCN (Included in SIU)              |                  |                    |                    |                       |                        |                        |               |             |             | 0                 | 0.00               | 0.00               |
| Detectives                          | 1,058,004        | 11.00              |                    | 556,900               | 6.00                   |                        | 470,766       | 5.00        |             | 587,238           | 6.00               | 0.00               |
| MDT (Included in Detectives)        |                  |                    |                    |                       |                        |                        |               |             |             | 0                 | 0.00               | 0.00               |
| DA Support (Included in Detectives) |                  |                    |                    |                       |                        |                        |               |             |             | 0                 | 0.00               | 0.00               |
| Intelligence                        | 83,434           | 1.00               |                    |                       |                        |                        | 83,434        | 1.00        |             | 0                 | 0.00               | 0.00               |
| Metro Contract                      | 356,049          | 3.00               | 1.00               |                       |                        |                        |               |             |             | 356,049           | 3.00               | 1.00               |
| Patrol                              | 3,055,029        | 36.83              |                    | 1,600,726             | 20.50                  |                        | 729,702       | 10.00       |             | 2,325,327         | 26.83              | 0.00               |
| DUII (Included in Patrol)           |                  |                    |                    |                       |                        |                        |               |             |             | 0                 | 0.00               | 0.00               |
| River Patrol                        | 803,079          | 9.50               |                    |                       |                        |                        |               |             |             | 803,079           | 9.50               | 0.00               |
| PUC/HazMat                          | 339,104          | 4.00               |                    |                       |                        |                        |               |             |             | 339,104           | 4.00               | 0.00               |
| Concealed Weapons                   | 272,136          | 1.00               | 2.00               |                       |                        |                        |               |             |             | 272,136           | 1.00               | 2.00               |
| Alarm Ordinance                     | 600,000          |                    | 5.50               |                       |                        |                        |               |             |             | 600,000           | 0.00               | 5.50               |
| Civil Process                       | 828,934          |                    | 18.00              |                       |                        |                        |               |             |             | 828,934           | 0.00               | 18.00              |
| Enforcement Records                 | 607,478          |                    | 15.00              | 191,571               | 0.00                   | 4.68                   | 191,571       |             | 4.68        | 415,907           | 0.00               | 10.32              |
| <i>Executive/Enforcement</i>        | 13,688,088       | 98.95              | 50.39              | 3,196,093             | 33.50                  | 5.68                   | 2,060,629     | 23.00       | 4.68        | 11,627,459        | 75.95              | 45.71              |
| Services Admin                      | 434,263          | 1.00               | 1.00               |                       |                        |                        |               |             |             | 434,263           | 1.00               | 1.00               |
| Training                            | 246,903          | 1.00               | 2.00               |                       |                        |                        |               |             |             | 246,903           | 1.00               | 2.00               |
| Corrections Admin                   | 979,328          | 1.00               | 9.20               |                       |                        |                        |               |             |             | 979,328           | 1.00               | 9.20               |
| Supp Admin                          | 101,791          | 1.00               |                    |                       |                        |                        |               |             |             | 101,791           | 1.00               | 0.00               |
| Facility Security                   | 1,290,124        | 1.00               | 31.00              |                       |                        |                        |               |             |             | 1,290,124         | 1.00               | 31.00              |
| Court Guards                        | 1,822,953        | 27.00              |                    | 0                     | 12.50                  | -12.50                 |               |             |             | 1,822,953         | 27.00              | 0.00               |
| Transport                           | 1,209,029        | 16.00              |                    |                       |                        |                        |               |             |             | 1,209,029         | 16.00              | 0.00               |
| Equipment                           | 428,552          | 1.00               | 8.00               |                       |                        |                        |               |             |             | 428,552           | 1.00               | 8.00               |
| <i>Services/Corrections</i>         | 6,512,943        | 49.00              | 51.20              | 0                     | 12.50                  | -12.50                 | 0             | 0.00        | 0.00        | 6,512,943         | 49.00              | 51.20              |
|                                     | 20,201,031       | 147.95             | 101.59             | 3,196,093             | 46.00                  | -6.82                  | 2,060,629     | 23.00       | 4.68        | 18,140,402        | 124.95             | 96.91              |

## ATTACHMENT B

### AGREEMENT BETWEEN CITY OF PORTLAND AND MULTNOMAH COUNTY ON LAW ENFORCEMENT ISSUES

#### DARE

The City will assume responsibility for DARE in the Portland school districts during 1994-5. The Sheriff will continue to provide DARE in the following school districts within Portland city limits during 1994-5:

Parkrose  
David Douglas

The City of Portland will make DARE available to all schools within the Portland city limits that request it by 1995-6. In addition, the City of Portland will assume responsibility for DARE in school districts within the City of Portland when the City's staffing and training permit it.

The City and County will jointly develop a school safety plan in conjunction with the Public Safety Council that addresses issues of school safety and conflict resolution in a comprehensive manner.

#### SAFETY ACTION TEAMS/OPERATION TARGET

The City will continue to use the community partnership framework being developed in Brentwood-Darlington to continue the existing community policing partnerships with the County.

The City will use the community partnership approach to serve communities which have high incidents of crime. These partnerships will involve the assignment of teams of officers to specific neighborhoods to help empower those neighborhoods to protect themselves through block watches, phone trees, and other crime prevention techniques.

The City will target five to ten neighborhoods a year with this intensive service. The partnerships will be evaluated regularly to determine its effectiveness and ongoing level of staffing. Officers will stay as long as it takes to address problems identified by the community. The officers will work closely with the Office of Neighborhood Associations and crime prevention officials to prevent reoccurring patterns of criminal behavior.

The Chair and Mayor will direct and be responsible for closer cooperation between these community partnerships and the county's social service efforts.

#### SERVICES ASSUMED BY PORTLAND

The City will assume patrol in the newly annexed mid-county area and pockets of unannexed territory in mid-county. The City standard for level of patrol is 2 officers per 1000 citizens.

#### JUVENILE DIVERSION/FAMILY CENTER LIAISON

The City will assign neighborhood liaison officers to work with the County's juvenile diversion program and Family Centers in the five service districts within the City of Portland. Those officers will be available to assist, as appropriate, in increasing the effectiveness of these preventive efforts.

The Sheriff and city law enforcement agencies will provide liaison officers to work with the diversion program and Family Centers in the East County service district.

#### DUII

The City will expand its Traffic/DUII unit from 14 to 16 by assigning two additional officers to the newly annexed areas. The City will provide training in DUII enforcement to patrol officers within the City of Portland and in the Sheriff's patrol.

#### EDUCATIONAL QUALIFICATIONS OF OFFICERS

The City will begin to require a college degree for new recruits entering the Bureau, effective 1995-6. The City will continue to offer to pay for college level courses for officers as specified in the union contract. The City will also begin to require officers desiring promotions to have a college degree.

#### EVALUATION AND ONGOING COMMUNICATION

The City and County will develop evaluation standards consistent with the agreed upon Portland/Multnomah benchmarks and a monitoring process to evaluate our efforts in DARE/GREAT, juvenile diversion and Family Center liaison work, and community policing. The consultants for the City of Portland who are developing measures for community policing will meet with members of the County Commission for their input. The Chief will brief the Board periodically on the process of transferring deputies and integrating functions and on how the Portland police are meeting the Portland Multnomah benchmarks.

**INDEPENDENT OPERATIONAL ANALYSIS OF THE  
MULTNOMAH COUNTY SHERIFF'S OFFICE**

Attachment C

The Multnomah Board of County Commissioners and Multnomah County Sheriff Bob Skipper will commission an independent operational analysis of the Multnomah County Sheriff's Office, to be performed under contract by a recognized national-level organization experienced in management analysis of law enforcement agencies.

The contract will be under the supervision of the Multnomah County Auditor who will be responsible for defining the scope of the analysis, identifying the review objectives of the analysis, and developing and awarding the Request for Proposal. Cost of the analysis will be borne by the Board of County Commissioners through a contingency appropriation.

The analysis will be undertaken within the context of the Multnomah County Sheriff's role and mission as delineated in the fiscal year 1994-95 budget. The analysis will be used to determine the appropriate level of resources necessary to fulfill those roles.

Issues to be covered by the analysis:

- \* Identify current law enforcement climate
- \* Assess organization structure and resource deployment
- \* Analyze needed staffing levels
- \* Assess management practices
- \* Analyze police service demand and workload
- \* Examine human resources management
- \* Evaluate information management and communication
- \* Assess budget process
- \* Contract cost recovery-are costs being fully recovered

In all areas of analysis impacting other jurisdictions, the organization doing the analysis will consult extensively with stakeholders. The results of the analysis will be reported by January 1, 1995 to the Chair, County Board and Sheriff to assist in their further deliberations.