

ANNOTATED MINUTES

Tuesday, May 21, 1996 - 1:30 PM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BUDGET HEARING

Chair Beverly Stein convened the hearing at 1:36 p.m., with Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present, and Vice-Chair Dan Saltzman arriving at 1:40 p.m.

PH-1 Department of Juvenile Justice Services Budget Overview, Highlights and Action Plans. DJJS Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

ELYSE CLAWSON INTRODUCTIONS, DEPARTMENT OVERVIEW AND KEY ACTION PLANS PRESENTATION. SHANE ENDICOTT CBAC RECOMMENDATIONS AND PRIORITIES. NO ONE WISHED TO TESTIFY. MS. CLAWSON INTRODUCED CBAC MEMBER MARTHA McMURRAY. BILL MORRIS UPDATE ON SENATE BILL 1, BALLOT MEASURE 11 AND USE OF DETENTION. MR. MORRIS AND MS. CLAWSON RESPONSE TO BOARD QUESTIONS. RICK JENSEN DETENTION REFORM INITIATIVE DISCUSSION. MR. JENSEN AND MS. CLAWSON RESPONSE TO BOARD QUESTIONS. LEE BLOCK DIVERSION PROGRAM SUCCESS DISCUSSION. MR. BLOCK AND MS. CLAWSON RESPONSE TO BOARD QUESTIONS AND COMMENTS. JIMMY BROWN BUILDING EVALUATION CAPACITY DISCUSSION. MR. BROWN AND MS. CLAWSON RESPONSE TO BOARD QUESTIONS AND DISCUSSION. MS. CLAWSON, MR. BLOCK, JOANNE FULLER AND MR. MORRIS RESPONSE TO BOARD QUESTIONS AND DISCUSSION. DISTRICT ATTORNEY STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (38) PROVIDE BOARD WITH A DESCRIPTION OF THE CRITERIA USED TO DECIDE WHICH MEASURE 11 JUVENILE CASES

TO PLEA BARGAIN; JUVENILE JUSTICE SERVICES STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (39) DISCUSS THE POSSIBILITIES THAT JUVENILE DIVERSION PROGRAMS (a) MAY HAVE REDUCED THE INCIDENCE OF JUVENILE CRIME; (b) MAY HAVE INCREASED POLICE WILLINGNESS TO CITE AND ARREST JUVENILES; (40) COMPARE THE OUTCOMES, METHODS, AND SUBJECTS OF PAX WITH SIMILAR PROGRAMS (VIP, SOY, ETC., INCLUDING RELATED PROGRAMS IN OTHER DEPARTMENTS); (41) DISCUSS THE POTENTIAL FOR USING LOWER DETENTION SUPERVISION RATIOS TO OPERATE AREAS OF JUVENILE DETENTION WHERE PROGRAMS ARE PROVIDED AT A HIGH LEVEL AND THE POSSIBLE COST REDUCTIONS THAT COULD RESULT; (42) PROVIDE THE BOARD WITH LONGITUDINAL RESEARCH ON DRUG AFFECTED BABIES, PARTICULARLY AS THE RESEARCH BEARS ON CRIMINAL BEHAVIOR.

The budget hearing was adjourned at 3:21 p.m. and the executive session convened at 3:25 p.m.

Tuesday, May 21, 1996 - 3:30 PM
(OR IMMEDIATELY FOLLOWING BUDGET HEARING)
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

EXECUTIVE SESSION

E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(d) for Labor Negotiator Consultation Concerning Labor Negotiations with the Multnomah County Deputy Sheriff's Association. Presented by Darrell Murray.

EXECUTIVE SESSION HELD.

There being no further business, the session was adjourned at 3:30 p.m.

Wednesday, May 22, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BUDGET HEARING

Chair Beverly Stein convened the hearing at 9:35 a.m., with Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present, and Vice-Chair Dan Saltzman arriving at 9:52 a.m.

PH-2 Department of Community Corrections Budget Overview, Highlights and Action Plans. DCC Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

TAMARA HOLDEN INTRODUCED PATRICK BRUN, PAT BOZANICH, DIANNE SMITH, AKI NOMA, JIM ROOD, HORACE HOWARD, JUDITH DUNCAN, MIKE SANTONE AND MICHAEL HAINES. MS. HOLDEN DEPARTMENT OVERVIEW AND BUDGET HIGHLIGHTS PRESENTATION AND RESPONSE TO BOARD QUESTIONS. PAT BOZANICH CBAC PRESENTATION, RECOMMENDATIONS AND PRIORITIES. MS. BOZANICH AND MS. HOLDEN RESPONSE TO BOARD QUESTIONS AND DISCUSSION. NO ONE WISHED TO TESTIFY. MS. HOLDEN ISSUES AND OPPORTUNITIES PRESENTATION, INCLUDING DISCUSSION OF SB 1145 IMPLEMENTATION, UNIFIED SUBSTANCE ABUSE STRATEGY, STATE FUNDING ALLOCATION, CBAC RECOMMENDATIONS AND RESPONSE TO BOARD QUESTIONS. MIKE SANTONE ALTERNATIVE COMMUNITY SERVICE PROGRAM EXPLANATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. ALL DEPARTMENTS STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (43) AT THE CONCLUSION OF THE BOARD'S BUDGET PROCESS, PROVIDE THE BOARD AND YOUR DEPARTMENTAL CBAC WITH RESPONSES TO THE CBAC RECOMMENDATIONS THAT WERE ADDRESSED BY BOARD ACTION; DEPARTMENT OF ENVIRONMENTAL SERVICES STAFF TO

PROVIDE FOLLOW UP INFORMATION REGARDING (44) REVIEW THE METRO RECYCLING PROGRAM FOR THE BOARD AND DISCUSS THE PROS AND CONS OF ADOPTING IT; DEPARTMENT OF COMMUNITY CORRECTIONS STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (45) DISCUSS THE CBAC RECOMMENDATION ABOUT SITING ISSUES. INCLUDE IN THIS DISCUSSION A REVIEW OF THE PROCESS UNDER WAY TO DEVELOP A SITING POLICY FOR THE BOARD TO CONSIDER. ALSO INCLUDE IN THIS DISCUSSION, HOW TO SEQUENCE COMMUNITY REVIEW PRIOR TO SITING WITH THE NEED TO SEARCH FOR APPROPRIATE FACILITIES, AND POSSIBLE MITIGATION ACTIVITIES USING WORK CREWS THAT MIGHT MAKE SITING MORE ATTRACTIVE; (46) DISCUSS THE QUESTION OF WHETHER TO USE SB 1145 FUNDING OR GENERAL FUND TO PAY FOR SUBSTANCE ABUSE CONTRACTOR TRAINING; (47) DISCUSS THE IMPLICATIONS OF AMENDMENT DCC 2 TRANSFERRING THE EVALUATION COMPONENT (ADDRESSING PROGRAM EFFECTIVENESS) OF SUBSTANCE ABUSE CONTRACTS FROM COMMUNITY CORRECTIONS TO DCFS/BEHAVIORAL HEALTH; (48) PROPOSE A WAY FOR PO'S TO EVALUATE THE EFFECTIVENESS OF ADDING CORRECTIONS TECHS; (49) DISCUSS THE RELATIVE COST/BENEFIT OF ADDING 5 OR 10 ADDITIONAL WORK CREWS (AMENDMENTS DCC 3a AND DCC 3b). INCLUDE IN THIS DISCUSSION THE USE OF SHERIFF'S OFFICE WORK CREWS. ALSO INCLUDE A PRIORITIZATION OF THE KINDS OF WORK CREW PARTICIPANTS, BOTH IN THE CURRENT SYSTEM AND IF EITHER OF THE AMENDMENTS IS APPROVED; (50) REVIEW THE STATUS OF CHARGING FOR URINALYSIS TESTING; (51) SUMMARIZE AND COMMENT ON THE TIME STUDY COMPLETED BY THE STATE EARLIER THIS YEAR. COMMISSIONER KELLEY PROPOSED AMENDMENTS CFS/DCC 1 \$28,000 FOR SUBSTANCE ABUSE PROVIDERS TRAINING AND DCC 2 TRANSFER EVALUATION COMPONENT OF

**CONTRACTS TO DCFS/BEHAVIORAL HEALTH.
COMMISSIONER SALTZMAN PROPOSED
AMENDMENTS DCC 3a INCREASE WORK CREW
LEADERS TO 5 FTE AND DCC 3b INCREASE WORK
CREW LEADERS TO 10 FTE.**

*There being no further business, the hearing was adjourned at 11:02
a.m.*

Wednesday, May 22, 1996 - 2:00 PM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BUDGET HEARING

*Chair Beverly Stein convened the hearing at 2:05 p.m., with Vice-Chair
Dan Saltzman, Commissioners Sharron Kelley and Gary Hansen present, and
Commissioner Tanya Collier excused.*

PH-3 Department of Library Services Budget Overview, Highlights and Action
Plans. DLS Citizen Budget Advisory Committee Presentation.
Opportunity for Public Testimony on the Proposed 1996-97 Multnomah
County Budget. Issues and Opportunities. Board Questions and
Answers.

**GINNIE COOPER INTRODUCTIONS, DEPARTMENT
OVERVIEW PRESENTATION AND RESPONSE TO
BOARD QUESTIONS AND DISCUSSION. SUSAN
HATHAWAY-MARXER LIBRARY BOARD CBAC
PRESENTATION AND RECOMMENDATIONS.
MARY LU BAETKEY TESTIMONY IN SUPPORT OF
COOPERATIVE PROJECT WITH PARKROSE
SCHOOL AND LIBRARY BUDGET. NANCY JAMBOR
TESTIMONY IN SUPPORT OF EARLY CHILDHOOD
PROGRAMS AND SERVICES. GINNY SNODGRASS
TESTIMONY IN SUPPORT OF INSIGHTS TEEN
PROGRAM AND BORN TO READ PROGRAM. BOB
HAMEL TESTIMONY IN SUPPORT OF JUVENILE
JUSTICE OUTREACH PROGRAM WITH
MULTNOMAH EDUCATION SERVICE DISTRICT.
DEL HALL AND BOB HALL TESTIMONY IN
SUPPORT OF VOLUNTEER PROGRAM
PROMOTING BOOKS AND LIBRARY SERVICES TO**

THIRD GRADE CLASSES. STEVE FULMER TESTIMONY IN SUPPORT OF PROGRAMS WITH PORTLAND PUBLIC SCHOOLS, INCLUDING LANE MIDDLE SCHOOL AND BRENTWOOD-DARLINGTON PROJECT. MS. COOPER UPDATE ON SERVICES TO SCHOOLS AND CHILDREN. DONNA DENGEL UPDATE ON SERVICES TO FAMILY CHILDCARE PROVIDERS. ELLEN FADER DISCUSSION ON SERVICES TO INCARCERATED YOUTH. MS. FADER, MS. COOPER AND JEANNE GOODRICH RESPONSE TO BOARD QUESTIONS AND SUGGESTIONS. MS. GOODRICH TECHNOLOGY UPDATE AND DEMONSTRATION PRESENTATION AND RESPONSE TO BOARD QUESTIONS. DEPARTMENT OF LIBRARY SERVICES STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (52) DISCUSS THE POSSIBILITY OF ELECTRONICALLY LINKING PRIVATE SCHOOLS, SUCH AS OPEN MEADOWS, McCOY ACADEMY, ETC., TO THE LIBRARY WITH BOND PROCEEDS IN A WAY PARALLELING OUR PLANS FOR THE PUBLIC SCHOOLS; (54) PREPARE AN OVERVIEW OF PRACTICES BEING APPLIED OR CONSIDERED IN OTHER JURISDICTIONS THAT WILL CONTROL ACCESS TO OBJECTIONABLE MATERIALS ON THE INTERNET AND SUGGEST A PROCESS FOR THE BOARD TO DISCUSS THE ISSUE; (55) DISCUSS THE LIBRARY'S ROLE IN PROVIDING UNIVERSAL ACCESS TO ELECTRONIC INFORMATION AND PROCESS MADE AVAILABLE BY OTHER AGENCIES, E.G., THE STATE EMPLOYMENT DIVISION; (56) REPORT ON THE POSSIBILITIES OF HELPING TO STABILIZE THE WORK FORCE OF SCHOOL MEDIA SPECIALISTS THROUGH TEMPORARY HIRING OR SOME OTHER WAY OF UTILIZING THEM IN THE LIBRARY SYSTEM; (57) DESCRIBE THE PROCESS THE LIBRARY EXPECTS TO FOLLOW IN DECIDING WHICH CONSTRUCTION PROJECTS WILL BE DONE AT BRANCHES.

There being no further business, the hearing was adjourned at 3:54 p.m.

Thursday, May 23, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:35 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY,
SECONDED BY COMMISSIONER HANSEN, THE
CONSENT CALENDAR (ITEMS C-1 THROUGH C-4)
WAS UNANIMOUSLY APPROVED.**

NON-DEPARTMENTAL

- C-1 Appointment of Mary Cohorst to the REGIONAL STRATEGIES BOARD

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

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

RESOLUTION 96-94.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-3 CS 1-96/WRG 2-96 Report Hearings Officer Decision APPROVING, WITH CONDITIONS, Community Service and Willamette River Greenway Approval to Construct a Cellular Communication Facility Consisting of a 130 Foot Monopole Structure and Associated Facilities, on Property Located at 17622 NW ST HELENS HIGHWAY, PORTLAND
- C-4 Amendment 3 to Intergovernmental Agreement 302215 with the City of Fairview, Reflecting Cost Increase for Installation of Underground Utilities and Street Light Conduits Associated with the Seventh Street Extension Project

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.

NON-DEPARTMENTAL

- R-2 PROCLAMATION Recognizing and Commending the Third and Fourth Grade Students of MARKHAM ELEMENTARY SCHOOL

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-2. FOLLOWING COMMISSIONER SALTZMAN'S PRESENTATION, INTRODUCTION, AND READING OF THE PROCLAMATION, THE BOARD ACKNOWLEDGED AND GREETED VISITING THIRD AND FOURTH GRADE MARKHAM STUDENTS. MARKHAM TEACHER MARY DEL RIO COMMENTS IN SUPPORT OF STUDENT'S SUCCESSFUL EFFORTS FOR REMOVAL OF JOE CAMEL BILLBOARD FROM SCHOOL. PROCLAMATION READ. MS. DEL RIO COMMENTS. ANN BLAKER OF AMERICAN CANCER SOCIETY PRESENTATION OF MULTNOMAH COUNTY TOBACCO CONTROL COALITION ACTION AWARD CERTIFICATE OF APPRECIATION TO THE MARKHAM STUDENTS AND COMMENDATION OF THE EFFORTS OF MS. DEL RIO. PROCLAMATION 96-95 UNANIMOUSLY APPROVED.

AT THE REQUEST OF CHAIR STEIN AND UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, CONSIDERATION OF THE FOLLOWING ITEM WAS UNANIMOUSLY APPROVED.

- UC-1 PROCLAMATION Proclaiming June 1, 1996 as STAND FOR CHILDREN DAY in Multnomah County, Oregon

COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF UC-1. DAVID LEVINE OF THE OREGON CHILDREN'S FOUNDATION AND RICK NITTI OF THE MULTNOMAH COMMISSION ON CHILDREN AND FAMILIES AND CHILDREN FIRST PRESENTATION, EXPLANATION OF PLANNED ACTIVITIES AND COMMENTS IN SUPPORT. CHAIR STEIN ADVISED THE PROCLAMATION ALSO CONTAINS ENDORSEMENT OF THE MARCH FOR SCHOOL FUNDING OCCURRING ON JUNE 1 AS WELL. PROCLAMATION READ. PROCLAMATION 96-96 UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-10 Multnomah County Board Comments and Direction to Metro Policy Advisory Committee Representative Concerning the Metro Urban Growth Management Functional Plan (2040 Phase 1)

CHAIR STEIN MOVED R-10 FORWARD TO ACCOMMODATE METRO EXECUTIVE MIKE BURTON'S SCHEDULE. COMMISSIONER SALTZMAN, SCOTT PEMBLE AND MIKE BURTON PRESENTATION. MR. PEMBLE, MR. BURTON AND MARK TURPEL RESPONSE TO BOARD QUESTIONS AND DISCUSSION. BOARD CONSENSUS THAT THE URBAN GROWTH BOUNDARY NOT BE EXTENDED. BOARD CONSENSUS THAT DES STAFF PREPARE FOR BOARD REVIEW, INTERGOVERNMENTAL AGREEMENTS WITH THE CITIES OF PORTLAND, GRESHAM AND TROUTDALE, REZONING THE ADJACENT UNINCORPORATED AREAS TO ACCOMMODATE HOUSING GROWTH, WHICH ADDRESSES ACCOUNTABILITY AND AFFORDABILITY. BOARD CONSENSUS THAT DES STAFF PREPARE AN ANNEXATION ANALYSIS FOR BOARD REVIEW.

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

- R-3 Request for Review and Approval of the Consolidated Plan, 1996-1997 Action Plan of the City of Portland, City of Gresham, and Multnomah

County, to be Submitted to the U.S. Department of Housing and Urban Development, Applying for Community Development Block Grant and HOME Investment Partnership Program Funds

JANET HAWKINS EXPLANATION. UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, RESOLUTION 96-97 WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF HEALTH

- R-4 NOTICE OF INTENT to Respond to a Request for Proposals from the Metropolitan Service District for Illegal Dumpsite Cleanup in Unincorporated Areas Within Multnomah County

COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-4. PETER DeCHANT EXPLANATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION REGARDING POSSIBLE USE OF DCC WORK CREWS FOR DUMPSITE CLEANUP. NOTICE OF INTENT UNANIMOUSLY APPROVED.

- R-5 NOTICE OF INTENT to Respond to a Program Announcement from the National Institute on Drug Abuse to Continue and Evaluate the Northeast Health Center Linkage Project that Provides Substance Abuse Services to Primary Care Clients

COMMISSIONER HANSEN MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-5. DAVE HOUGHTON EXPLANATION AND RESPONSE TO COMMISSIONER HANSEN'S COMMENTS IN SUPPORT. NOTICE OF INTENT UNANIMOUSLY APPROVED.

DEPARTMENT OF SUPPORT SERVICES

- R-6 First Reading and Possible Adoption of an ORDINANCE Amending Multnomah County Code Chapter 3.11, Relating to Charitable Fundraising on County Premises, by Changing the Membership of the Campaign Management Council, the Certification Criteria, and Declaring an Emergency

ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER HANSEN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF FIRST READING AND ADOPTION. KAREN RHEIN AND JIM STEGMILLER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. MICHAEL MAY OF LOCAL INDEPENDENT CHARITIES OF AMERICA TESTIMONY REQUESTING THE CAMPAIGN NOT BE LIMITED TO SIX FUNDS OR FEDERATIONS AND INCLUSION OF INDEPENDENT CHARITIES OF AMERICA, AND RESPONSE TO BOARD QUESTIONS. MR. STEGMILLER AND MS. RHEIN RESPONSE TO BOARD QUESTIONS, ADVISING THE VOLUNTEER COUNCIL CANNOT HANDLE MORE THAN SIX FUNDS; THAT THROUGH UNITED WAY AND BLACK UNITED FUNDS, EMPLOYEES CAN GIVE TO OTHER ORGANIZATIONS NOT LISTED IN COUNTY BROCHURES; AND THAT THE SYSTEM HAS BEEN SET UP SO THAT NEXT YEAR ANYONE CAN APPLY. BOARD COMMENTS. ORDINANCE 854 UNANIMOUSLY APPROVED.

- R-7 Budget Modification DSS 3 Requesting Authorization to Reclassify Two Word Processing Operator Positions to Senior Word Processing Operator

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-7. CURTIS SMITH EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-8 Intergovernmental Agreement 301616 with the City of Fairview for Needed Waterline Improvements for the NE Glisan Street Contract

COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-8. JOHN DORST EXPLANATION OF ITEMS R-8 AND R-9. AGREEMENT UNANIMOUSLY APPROVED.

R-9

Intergovernmental Agreement 301606 with the City of Wood Village for Needed Waterline Improvements for the NE Glisan Street Contract

***UPON MOTION OF COMMISSIONER COLLIER,
SECONDED BY COMMISSIONER KELLEY, R-9 WAS
UNANIMOUSLY APPROVED.***

The regular meeting was adjourned at 11:05 a.m. and the briefing convened at 11:14 a.m.

Thursday, May 23, 1996 - 11:15 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BOARD BRIEFING

B-1 Multnomah Commission on Children and Families Retreat Update and Future Direction. Presented by Carol Wire, Dianne Iverson and Gloria Muzquiz.

***BOARD GREETED LARRY NOVELL FROM UNITED
WAY. CAROL WIRE INTRODUCED SAMUEL
HENRY, RICK NITTI, DIANNE IVERSON, GLORIA
MUZQUIZ AND BONNIE ROSATTI. LARRY
NOVELL, CAROL WIRE, SAMUEL HENRY
PRESENTATIONS AND RESPONSE TO BOARD
QUESTIONS, SUGGESTIONS AND DISCUSSION.***

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

Thursday, May 23, 1996 - 1:30 PM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BUDGET HEARING

Chair Beverly Stein convened the meeting at 1:35 p.m., with Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present, and Vice-Chair Dan Saltzman arriving at 1:36 p.m.


Multnomah County Sheriff's Office Budget Overview, Highlights and Action Plans. MCSO Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

SHERIFF DAN NOELLE DEPARTMENT OVERVIEW, MISSION, VALUE STATEMENTS, RECENT ACCOMPLISHMENTS, 1994-1995 MCSO BIENNIAL REPORT AND ADDITIONAL BUDGET NEEDS PRESENTATION AND RESPONSE TO BOARD QUESTIONS. GEORGE KELLEY CBAC RECOMMENDATIONS PRESENTATION. NO ONE WISHED TO TESTIFY. CHAIR STEIN REFERRED BOARD TO BARRY CROOK MEMO. SHERIFF NOELLE DISCUSSION OF GRESHAM TEMPORARY HOLDING FACILITY AND RESPONSE TO BOARD QUESTIONS. LARRY AAB REORGANIZATION OF LAW ENFORCEMENT DIVISION UPDATE. SHERIFF NOELLE RECRUITMENT OF MINORITY AND BILINGUAL HIRING DISCUSSION. DAVE WARREN AND SHERIFF NOELLE RESPONSE TO BOARD QUESTIONS AND DISCUSSION. SHERIFF NOELLE JAIL ACCREDITATION DISCUSSION AND RESPONSE TO BOARD QUESTIONS. SHERIFF NOELLE PUBLIC SAFETY LEVY AND SB 1145 UPDATE AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. DAN OLDHAM SITING COMMITTEE UPDATE AND RESPONSE TO BOARD QUESTIONS, SUGGESTIONS AND DISCUSSION. SHERIFF'S OFFICE STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (58) EXPLORE THE POTENTIAL FOR "GROWING" LOCAL CANDIDATES FOR HIRING AS CORRECTIONS DEPUTIES RATHER THAN OR IN ADDITION TO RECRUITMENT OUT OF THE AREA; (59) REVIEW THE PROS AND CONS OF THE DECISION TO FOREGO ACCREDITATION OF FACILITIES, INCLUDING THE THOUGHTS OF COUNTY COUNSEL IN THE RESPONSE, AND ADDRESSING THE QUESTION OF THE POSSIBLE IMPACT ON FEDERAL OR STATE FUNDING; (60) DISCUSS THE POSSIBLE OVERTIME COST IMPLICATIONS OF THE REMODELING PROJECTS THAT WILL BE

DONE WITH BOND FUNDING AT THE JUSTICE CENTER; (61) REVIEW THE PROPOSAL TO SUBSTITUTE EDUCATIONAL PROGRAMS FOR TELEVISION IN MODULES OF THE JAIL FACILITIES; (62) DISCUSS THE STATUS OF WIRING FOR CABLE TV IN THE VARIOUS JAIL FACILITIES AND WAYS TO PAY FOR MAKING IT POSSIBLE TO SHOW SELECTED PROGRAMMING IN EACH OF THEM; LABOR RELATIONS STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (63) DISCUSS THE IMPLICATIONS OF DEFINING THE DUTIES OF CORRECTIONS DEPUTIES TO INCLUDE PRESENTATION OF EDUCATIONAL PROGRAMS TO INMATES; BOARD OF COMMISSIONERS TO (64) CONSIDER THE POSSIBILITY OF ROLLING THE SPECIAL LEVIES APPROVED AT THE PRIMARY INTO THE COUNTY TAX BASE IN NOVEMBER, 1996. COMMISSIONER KELLEY PROPOSED AMENDMENTS SO 1 \$108,000 FOR GRESHAM HOLDING FACILITY; SO 2 RESERVE \$50,000 IN CONTINGENCY FOR EVALUATION OF BOOKING; SO 3 RESERVE \$50,000 IN CONTINGENCY FOR PROGRAMS IN LIEU OF TV IN JAIL; SO 4 \$95,000 FOR SCHEDULING UNIT; SO 5 \$61,000 FOR MATRIX UNIT; SO 6 \$208,000 FOR FLEET NEEDS; SO 7 \$69,000 FOR UNFUNDED MANDATES; COMMISSIONER COLLIER PROPOSED AMENDMENT SO 8 \$100,000 (WITHIN LEVY) FOR RECRUITMENT; COMMISSIONER HANSEN PROPOSED AMENDMENT SO 9 \$40,000 FOR SPANISH IMMERSION PROGRAM (WITHOUT HAVING STAFF LEAVE THE COUNTRY).

There being no further business, the hearing was adjourned at 3:15 p.m.

OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON


Deborah L. Bogstad



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
SUITE 1510, PORTLAND BUILDING
1120 SW FIFTH AVENUE
PORTLAND, OREGON 97204
CLERK'S OFFICE • 248-3277 • 248-5222
FAX • (503) 248-5262

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

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS FOR THE WEEK OF

MAY 20, 1996 - MAY 24, 1996

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Tuesday, May 21, 1996 - 3:30 PM - Executive Session.....Page 2

Wednesday, May 22, 1996 - 9:30 AM - DCC Budget HearingPage 2

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Thursday, May 23, 1996 - 1:30 PM - MCSO Budget Hearing.....Page 5

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

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

Friday, 10:00 PM, Channel 30

Sunday, 1:00 PM, Channel 30

Produced through Multnomah Community Television

AN EQUAL OPPORTUNITY EMPLOYER

Tuesday, May 21, 1996 - 1:30 PM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BUDGET HEARING

PH-1 *Department of Juvenile Justice Services Budget Overview, Highlights and Action Plans. DJJS Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers. 2 HOURS REQUESTED*

Tuesday, May 21, 1996 - 3:30 PM
(OR IMMEDIATELY FOLLOWING BUDGET HEARING)
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

EXECUTIVE SESSION

E-1 *The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(d) for Labor Negotiator Consultation Concerning Labor Negotiations with the Multnomah County Deputy Sheriff's Association. Presented by Darrell Murray. 45 MINUTES REQUESTED.*

Wednesday, May 22, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BUDGET HEARING

PH-2 *Department of Community Corrections Budget Overview, Highlights and Action Plans. DCC Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers. 2 HOURS REQUESTED*

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BUDGET HEARING

- PH-3 Department of Library Services Budget Overview, Highlights and Action Plans. DLS Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers. 2 HOURS REQUESTED
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Thursday, May 23, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 Appointment of Mary Cohorst to the REGIONAL STRATEGIES BOARD

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

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

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-3 CS 1-96/WRG 2-96 Report Hearings Officer Decision APPROVING, WITH CONDITIONS, Community Service and Willamette River Greenway Approval to Construct a Cellular Communication Facility Consisting of a 130 Foot Monopole Structure and Associated Facilities, on Property Located at 17622 NW ST HELENS HIGHWAY, PORTLAND
- C-4 Amendment 3 to Intergovernmental Agreement 302215 with the City of Fairview, Reflecting Cost Increase for Installation of Underground Utilities and Street Light Conduits Associated with the Seventh Street Extension Project

REGULAR AGENDA

PUBLIC COMMENT

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

NON-DEPARTMENTAL

- R-2 *PROCLAMATION Recognizing and Commending the Third and Fourth Grade Students of MARKHAM ELEMENTARY SCHOOL*

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

- R-3 *Request for Review and Approval of the Consolidated Plan, 1996-1997 Action Plan of the City of Portland, City of Gresham, and Multnomah County, to be Submitted to the U.S. Department of Housing and Urban Development, Applying for Community Development Block Grant and HOME Investment Partnership Program Funds*

DEPARTMENT OF HEALTH

- R-4 *NOTICE OF INTENT to Respond to a Request for Proposals from the Metropolitan Service District for Illegal Dumpsite Cleanup in Unincorporated Areas Within Multnomah County*
- R-5 *NOTICE OF INTENT to Respond to a Program Announcement from the National Institute on Drug Abuse to Continue and Evaluate the Northeast Health Center Linkage Project that Provides Substance Abuse Services to Primary Care Clients*

DEPARTMENT OF SUPPORT SERVICES

- R-6 *First Reading and Possible Adoption of an ORDINANCE Amending Multnomah County Code Chapter 3.11, Relating to Charitable Fundraising on County Premises, by Changing the Membership of the Campaign Management Council, the Certification Criteria, and Declaring an Emergency*
- R-7 *Budget Modification DSS 3 Requesting Authorization to Reclassify Two Word Processing Operator Positions to Senior Word Processing Operator*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-8 *Intergovernmental Agreement 301616 with the City of Fairview for Needed Waterline Improvements for the NE Glisan Street Contract*
- R-9 *Intergovernmental Agreement 301606 with the City of Wood Village for Needed Waterline Improvements for the NE Glisan Street Contract*
- R-10 *Multnomah County Board Comments and Direction to Metro Policy Advisory Committee Representative Concerning the Metro Urban Growth Management Functional Plan (2040 Phase 1) - **ONE HOUR REQUESTED***
-

Thursday, May 23, 1996 - 11:15 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BOARD BRIEFING

- B-1 *Multnomah Commission on Children and Families Retreat Update and Future Direction. Presented by Carol Wire, Dianne Iverson and Gloria Muzquiz. 45 MINUTES REQUESTED.*
-

Thursday, May 23, 1996 - 1:30 PM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BUDGET HEARING

- PH-4 *Multnomah County Sheriff's Office Budget Overview, Highlights and Action Plans. MCSO Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers. 2 HOURS REQUESTED*

MEETING DATE: May 23, 1996

AGENDA #: PH-4

ESTIMATED START TIME: 1:30 PM

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Presentation and Review of Sheriff's Office Budget

BOARD BRIEFING:

DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING:

DATE REQUESTED: May 23

AMOUNT OF TIME NEEDED: 2 hours

DEPARTMENT: Sheriff's Office

CONTACT: Dan Noelle

TELEPHONE #: 251-2402

BLDG/ROOM #: 313/MCSO

PERSON(S) MAKING PRESENTATION: Sheriff Dan Noelle, Staff, CBAC, Public Testimony

ACTION REQUESTED:

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☒ OTHER

SUGGESTED AGENDA TITLE:

Sheriff's Office Budget Overview, Highlights and Action Plans. Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

SIGNATURES REQUIRED:

ELECTED
OFFICIAL: _____

(OR)
DEPARTMENT
MANAGER: _____

Peverly Stein

BOARD OF
COUNTY COMMISSIONERS
96 MAY - 1 PM 4:45
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

Recent Accomplishments

- * Expanded Inverness Jail by 45 beds
- *Converted Inverness Jail warehouse into inmate work crew housing, adding 45 beds to the corrections system
- *Booked 40,700 inmates during calendar year 1995, an 8.7% increase over 1994
- *Opened Gresham Holding Facility to provide east county booking for agencies east of 162nd Ave.
- *Reorganized the Sheriff's Office into five divisions to create a greater measure of accountability
- *Established the Sheriff's Jail Oversight Committee to advise the Sheriff on matters relating to public safety
- *Created agency liaisons to the Hispanic, African American, Asian, and gay and lesbian communities
- *Created work teams to evaluate operations in Facility Corrections Division and to recommend cost effective facility designs
- *Hosted the National Sheriff's Association annual conference

Issues & Opportunities

1. Gresham Temporary Hold - The MCSO operates a holding facility in the Gresham City Police Administration Building. This facility allows east county police agencies quick access to booking prisoners and returning to their districts.
2. Reorganization of Law Enforcement Division - The Law Enforcement Division has developed a two year reorganization plan to increase the level of service to unincorporated Multnomah County.
3. Impact of the Shift of State Felons - SB 1145 transfers responsibility for felony offenders with sentences of 12 months or less to counties. Based on a data-driven analysis, the County submitted a management plan to the state which requested funding for an additional 330 jail beds and 150 secure alcohol and drug beds. The funding was approved in February 1996.
4. Jail Accreditation - The MCSO is no longer pursuing formal accreditation with the ACA. An internal auditing process has been developed to ensure a safe and humane operation of our facilities
5. Public Safety Levy Program - A jail levy beginning July 1, 1996 will allow the county to continue to operate the 605 space at Inverness Jail, operate 120 additional beds at Inverness, operate 210 jail spaces at a new jail, pay for 150 residential alcohol and drug spaces and expand the MCRC by 40 beds.
6. Agency Challenge to Innovation and Fiscal Accountability - The MCSO believes that a continuing examination of agency accountability, innovation, and cost effectiveness is a critical element to the provision of public safety service.

Multnomah County Sheriff's Office fiscal year 96-97



Multnomah County Sheriff's Office
Budget Work Session
May 23, 1996
1:30 p.m.

AGENDA

- I. Department Overview - Sheriff Noelle
- II. CBAC Presentations - George Kelly
- III. Public Testimony
- IV. Issues & Opportunities
- V. Board 2 & A
- VI. Additional Public Testimony

Mission

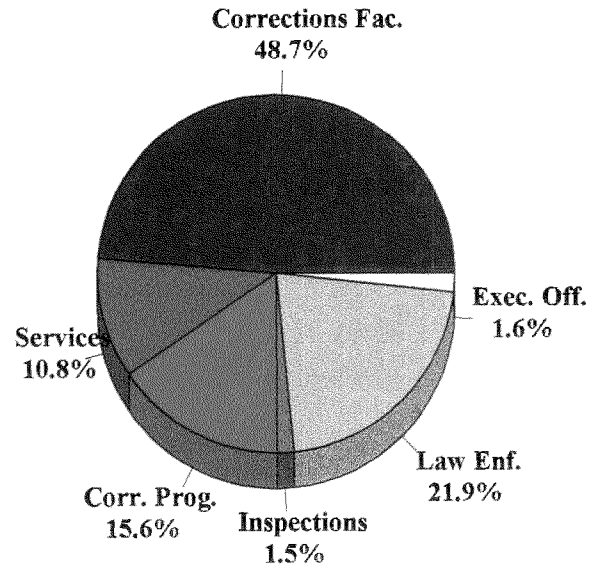
Our commitment is to provide public safety leadership to the citizens of Multnomah County, ensuring that all people feel safe and secure in their homes and community. This mission is founded on trust, integrity, and the pursuit of excellence. We resolve to attract and retain employees dedicated to providing quality, cost effective service.

Value Statements

The Multnomah County Sheriff's Office expects:

- * Professional, culturally diverse employees, who treat and are treated with dignity and respect
- * A safe and secure work place.
- * Policies that are ethical, fair , and consistent.
- * Communications with the public and other employees that are honest, clear and polite.
- * A "cost-centered" budget process that uses money wisely, and holds managers directly responsible for cost-effective performance
- * Employees who work cooperatively with each other, and other departments and agencies.

Total Expenditures



FTE's By Division

FTE's	FY 95-96	FY 96-97	Difference
Executive	7.00	8.00	1.00
Inspections	9.00	12.00	3.00
Services	71.00	81.00	10.00
Law Enf.	181.50	166.65	(14.85)
Corr. Facilities	348.26	364.69	16.43
Corr. Programs	127.30	152.00	24.70
Total	744.06	784.34	39.28

Additional Budget Needs

* Unfunded Mandates:	
Food Service COLA	5,500
BOEC Costs	45,161
Juv. Fingerprinting	18,385
Total:	\$69,046
* Gresham Holding Facility (9mo.)	\$108,691
* Scheduling Unit	\$94,615
* Matrix Unit	\$61,229
* Post Factor Study	\$25,000
* Recruitment	\$100,000
* Facility Expansion	\$50,000
* Fleet Needs	\$208,000
* Spanish Immersion Program	\$40,000
Total:	\$756,581

MULTNOMAH COUNTY SHERIFF'S OFFICE

BIENNIAL REPORT

**NO
TRESPASSING**

JAIL AREA
VIOLATORS WILL
BE PROSECUTED

SHERIFF

JAIL

SHERIFF

DO NOT CROSS

SHERIFF

DO NOT CROSS

Dedicated To Mothers Against Drunk Driving

Oregon
DUINENF
5 197

1994-1995

message

FROM SHERIFF DAN NOELLE

The Multnomah County Sheriff's Office will host the June 1996 annual convention of the National Sheriff's Association in Portland Oregon. This annual gathering brings together the top Corrections and Law Enforcement officials in the United States. This is the first time the convention has been held in our community and it will be an opportunity to highlight our agency to our professional peers.

This has been a year of change for the Multnomah County Sheriff's Office. We have reorganized and flattened our Command structure and implemented a series of line level work teams. These changes were guided by the following principles:

- ★ **ESTABLISH A CLEAR DIRECTION FOR THE AGENCY BASED ON THE EFFICIENT USE OF EXISTING RESOURCES WITH QUALITY PLANNING AND COMMAND LEADERSHIP.**
- ★ **INTEGRATE THE DIRECTION AND PRIORITIES OF TAXPAYERS INTO THE PLANNING FOR THE SHERIFF'S OFFICE.**
- ★ **INITIATE AN ONGOING CONVERSATION WITH OTHER PUBLIC SAFETY AGENCIES, LOCAL JURISDICTIONS AND CITIZENS TO ENSURE THAT MCSO PLANNING IS IN CONCERT WITH THE COMMUNITY OVERALL.**



During the last year, we have added forty-five beds at our Inverness Jail facility. With the help of an employee work team, we revamped an existing warehouse into a 45-bed annex for our work crews. In addition, the Sheriff's Office combined efforts with the County Chair and the Board of Commissioners to develop a public safety plan which will add 655 new jail beds to our system.

We have also added programmatic elements to our delivery of services. We began a Work in Lieu of Jail Program for inmates and increased the number of offenders housed at our Restitution Center. These prisoners are allowed to work and perform restitution as part of their sanction. The Restitution Center operates in conjunction with a Citizens Advisory Committee who reviews the criminal history of inmates coming into the program.

Citizen participation is an important part of the way we do business. Our Sheriff's Advisory Committee is kept informed about policy and organizational changes. Our Jail Oversight Committee was formed to guide the development of our Corrections Branch as it enters a period of tremendous growth. In addition to these citizen groups, I have established liaison assignments with the minority groups in our community to assure that the Sheriff's Office operations remain attuned to citizen concerns and responsive to the needs of the population we serve.

Responsible planning, responsive leadership and cooperative partnerships are the standards which guide the operations of the Multnomah County Sheriff's Office.

MISSION STATEMENT:

Our commitment is to provide public safety leadership to the citizens of Multnomah County, ensuring that all people feel safe and secure in their homes and community. This mission is founded on trust, integrity and the pursuit of excellence. We resolve to attract and retain employees dedicated to providing quality, cost-effective service.

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organizational STRUCTURE

In July 1995 Sheriff Dan Noelle flattened the organizational structure of the Sheriff's Office. The chief deputy positions and the undersheriff position were eliminated and new division commander positions were created. The agency was restructured into the following five divisions.

- **LAW ENFORCEMENT DIVISION**
- **CORRECTIONS SUPPORT DIVISION**
- **CORRECTIONS FACILITIES DIVISION**
- **INSPECTIONS DIVISION**
- **SERVICES DIVISION**



JAIL oversight committee

Sheriff Dan Noelle formed an advisory group to provide public review of the operation of the Multnomah County Sheriff's Office jail facilities. The Sheriff's Office currently operates four secure jails and a restitution center in the Portland Metro area. The Multnomah County jail system is the largest local system in the State of Oregon.

APPOINTED TO THE ADVISORY COMMITTEE ARE:

HONORABLE CHARLES S. CROOKHAM, JUDGE, FORMER ATTORNEY GENERAL OF THE STATE OF OREGON

RON HERNDON, DIRECTOR OF ALBINA HEAD START

SHAYLA HERZOG, EXECUTIVE BOARD, CITIZENS CRIME COMMISSION

GARY PEARLSTEIN, PROFESSOR AND CHAIRPERSON: ADMINISTRATION OF JUSTICE DEPT. AT PSU.

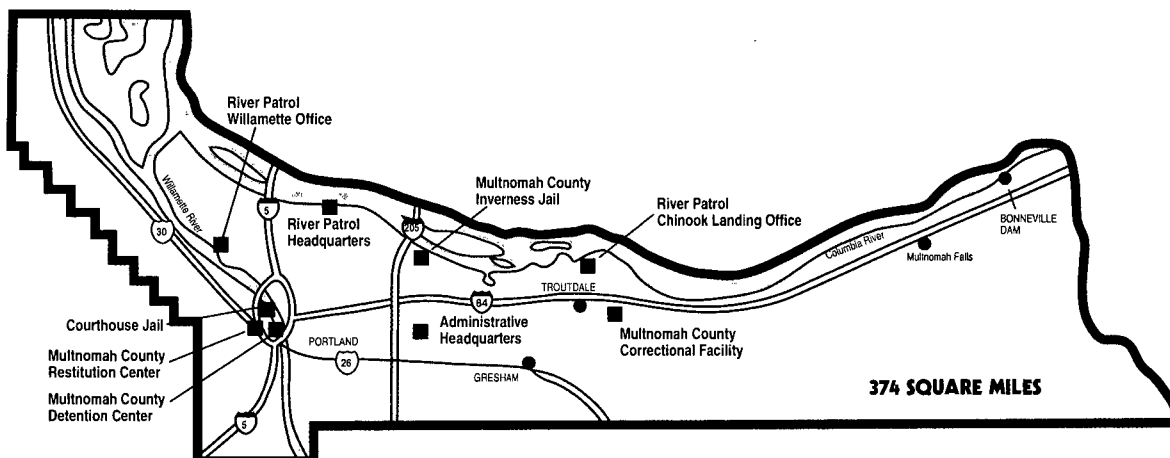
CHERYL PERRIN, SENIOR VICE PRESIDENT FOR PUBLIC AFFAIRS, FRED MEYER CORPORATION

DONNA REDWING, DIRECTOR, NATIONAL FIELD OFFICE - G.L.A.A.D.

ISAAC REGENSTREIF, PUBLIC POLICY MANAGER, PACIFICORP

FRED A STICKEL, PUBLISHER, THE OREGONIAN

The board's "balance of experience, intelligence and insight" will provide sound planning advice to the agency. In forming the committee, Sheriff Noelle is seeking to incorporate their recommendations into the operation of the Sheriff's office. Their recommendations will provide important public perspective for the organization.



FUTURE expansion

Senate Bill 1145, passed in the 1995 legislative session, transfers responsibility for felony offenders with sentences of 12 months or less to the counties. The majority of these offenders are parole and probation violators with less than a year to serve. The legislation is scheduled to go into effect in January 1997. Multnomah County will be responsible for managing 1500 additional inmates under this senate bill; the daily impact will be 700 offenders. The legislation provides counties with both construction and operating dollars to manage the SB 1145 offender.

After months of negotiations, Sheriff Dan Noelle and County Chair Beverly Stein presented a comprehensive public safety plan to the Board of County Commissioners in November 1995. The mix of jail beds, treatment beds and other sanctions was data driven based on an analysis of the criminal record of offenders as well as an analysis of our current jail population problems. The plan will create 655 new jail beds and 300 residential alcohol and drug beds by 1998. The state will fund construction of 330 of the new jail beds and 150 of the residential treatment beds to manage "1145" offenders. In addition to these "1145" beds, the County is also committed to adding another 325 jail beds to its system to end matrix releases and to deal with the growth of our pretrial population and another 150 alcohol and drug beds to deal with substance abuse problems of offenders. This part of the total build-out will be funded through a General Obligation Bond to be put before the voters.

- **450 NEW BEDS AT INVERNESS JAIL. THE NET INCREASE WILL ONLY BE 405 BEDS BECAUSE THE TEMPORARY WORK CREW ANNEX WILL CLOSE WITH THIS REMODEL.**
- **210 JAIL BEDS AT AN UNIDENTIFIED SITE. THIS SITE, HOWEVER, WILL BE LARGE ENOUGH TO ACCOMMODATE FUTURE EXPANSION.**
- **INCREASE THE RESTITUTION CENTER FROM 120 TO 160 BEDS.**
- **300 NEW RESIDENTIAL TREATMENT BEDS.**

Sheriff Noelle and the Board of County Commissioners agree that Multnomah County has a two-tiered jail problem. First, beds are needed to manage our increased workload under SB 1145. Second, we must end matrix releases and commit our focus to ensuring that all offenders either spend their time in jail or under a supervised program sanction.

1995 COMMAND STAFF MEETING



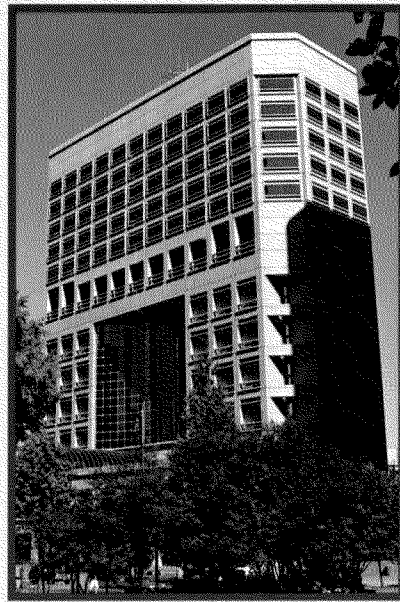
multnomah

COUNTY

- ✱ Booking and release activities are centrally located at the **MULTNOMAH COUNTY DETENTION CENTER**. Our Jail Records Unit, located at this facility, processes fugitives and extraditions, images mug shots, does DNA blood tracking, monitors inmates scheduled for jail sentences, tracks federal parole and probation prisoners, and operates the video imaging equipment.
- ✱ The Property/Commissary Unit is charged with the proper and safe handling of inmate property and money to prevent loss or damage until the inmate is released. The commissary allows inmates an opportunity to purchase hygiene items, snack items, and writing materials twice weekly. Property is located at the detention center while the Commissary and Inmate Accounts section moved to our new Hassalo Warehouse location in November, 1995.
- ✱ The Classification Unit assesses inmate risk, assigns inmate housing, controls inmate movement, provides due process hearings and releases the lowest risk offenders when the combined jail count reaches its established cap.
- ✱ **INVERNESS JAIL**, a medium security facility, houses 604 inmates. Based on a dormitory design, living areas originally housed 40 inmates. Commanders have twice added to the capacity of the facility which now accommodates 55 offenders per dorm. This facility is currently being expanded to add another 450 beds to the site. A full program component including individual and group counseling, GED preparation and testing, anger control, Alcoholics Anonymous and Narcotics Anonymous is also available to inmates at this facility.
- ✱ Inmates at the **RESTITUTION CENTER** are allowed on work release and are expected to maintain or locate full time employment. The money offenders earn is used to pay room and board, court costs and restitution. Admittance to the Center is subject to the approval of the Center's screening committee which is made up of local citizen volunteers and Center staff. In addition to working, inmates at this facility also take classes in job skills, anger management, alcohol and drug education, parenting and other personal growth classes and are expected to perform community service work.
- ✱ The Corrections Health Program provides medical, dental, and mental health services to inmates in custody. The program has initiated co-pay procedures which requires inmates to assume responsibility for their health care.
- ✱ The programs offered by correctional counselors are varied and outstanding. In addition to counseling and educational programs, inmates incarcerated at the **MULTNOMAH COUNTY CORRECTIONAL FACILITY** have an opportunity to learn planning and construction skills. Inmates can learn how to construct portable wooden storage buildings which are donated to municipalities or non-profit organizations.
- ✱ The Alarm Ordinance Program, implemented in 1976, helps reduce the number of false alarms to which police respond due to improper installation or user error. Over the last five years, the number of false alarms has been reduced by 47%. The unit is funded through a \$12 permit fee and a penalty is imposed when users have more than 2 false alarms.
- ✱ In 1990, the citizens of Oregon passed a new concealed weapons law. The concealed Handgun License Unit accepts applications from county residents who are 18 years or older. They complete a background check including national and local criminal record reviews and mental commitment histories. This process is thorough and takes 45 days to complete.
- ✱ As part of the reorganization which took place in 1995, responsibilities of the Civil Unit were redefined. Civilian personnel will continue serving notice of civil process and transporting allegedly mentally ill persons to family services court for hearings. Deputy sheriffs will execute service of civil documents and perform prisoner extraditions.
- ✱ In addition to processing over 7000 incident reports each year, the Enforcement Records Unit also responds to criminal justice and public requests for information and maintains criminal information files.
- ✱ Our Personnel Unit processed several thousand applications, hired 141 new employees and arranged for over 1200 job interviews. In addition to recruitment and hiring activities, this unit also maintains employee records and works closely with management to resolve labor relations issues.
- ✱ Early in 1979 there were two shooting incidents in the **COURTHOUSE**, one of which resulted in a murder/suicide. The shooting incidents prompted the development of a Facility Security Unit (FSU). The unit provides services in the main Courthouse, the Justice Center, the Juvenile Justice Complex, the Inverness Jail and the main branch of the Multnomah County Library.

MULTNOMAH COUNTY DETENTION CENTER

MCDC opened in 1983 and is the most secure of our county jails, with a capacity of 476 inmates. MCDC encompasses ten floors of the Justice Center in downtown Portland. It is a direct supervision facility and is the central location for booking and release.



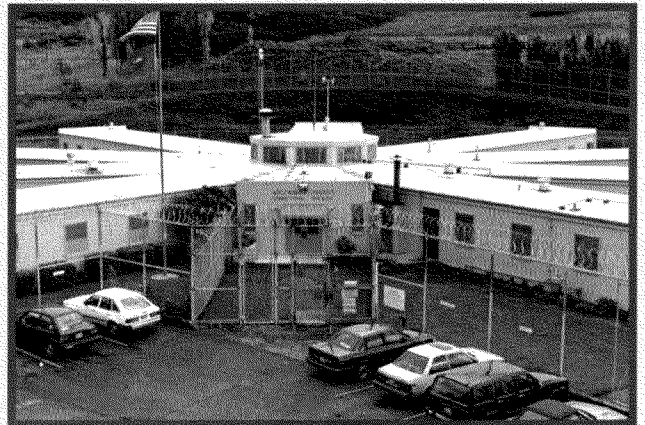
MULTNOMAH COUNTY INVERNESS JAIL

MCIJ opened in 1988 and underwent expansion in 1991. MCIJ has a capacity of 604 inmates and is currently the largest county jail within Oregon. MCIJ includes nine separate dormitory areas (each holding 55 inmates), three single room housing units (64 inmates) and a work crew annex consisting of 45 inmates.



MULTNOMAH COUNTY RESTITUTION CENTER

MCRC opened in 1987 and is a nationally recognized work release center. The Center has a capacity of 120 residents and is located in a former hotel building in downtown Portland.



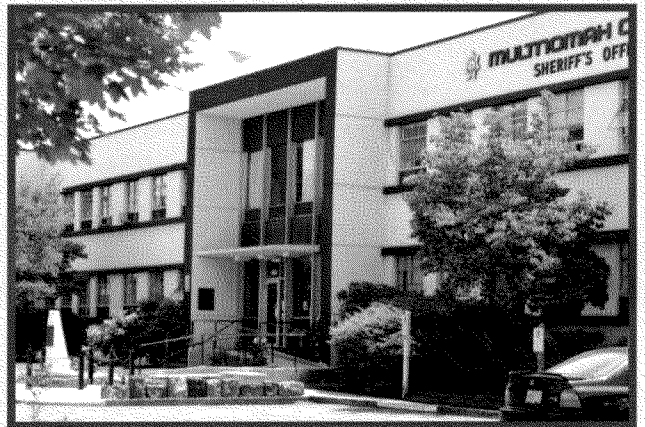
MULTNOMAH COUNTY CORRECTIONAL FACILITY

Built in 1963, MCCF is located in Troutdale and is an open-dormitory jail. MCCF can house up to 190 inmates and is primarily a medium security facility for unsentenced male offenders.



MULTNOMAH COUNTY COURTHOUSE JAIL

The oldest and smallest of the five jails is the MCHJ. The capacity is limited by a Federal Court Order to 70 inmates, with an individual length of stay not to exceed 30 days. MCHJ occupies half of the seventh floor of the County Courthouse in downtown Portland and, therefore, also functions as a temporary inmate holding area for court activities.



HANSEN BUILDING

The Hansen Building is located on 122nd Ave. and NE Glisan St. The Hansen Building is the home of the Sheriff's Office Administrative staff, uniform patrol, investigations, civil process, concealed weapons permits, law enforcement records, alarm ordinance, and various other support units.

CONTRABAND

UNDER ORS 162.165 ANY PERSON WHO KNOWINGLY INTRODUCES ANY CONTRABAND INTO A CORRECTIONAL FACILITY COMMITS THE FELONY CRIME OF SUPPLYING CONTRABAND. THE CORRECTIONS BRANCH WILL SEEK PROSECUTION OF ANY PERSON FOUND TO BE IN VIOLATION OF THIS LAW.

CONTRABAND

IS ANY ITEM NOT APPROVED, ISSUED, OR SOLD BY THE CORRECTIONS BRANCH.

CONTRABAND

ITEMS INCLUDE MONEY, DRUGS, WEAPONS, ITEMS WHICH COULD BE USED AS WEAPONS, AND ANY OTHER ITEM AS DEFINED ABOVE.

ANYONE ENTERING THIS CORRECTION FACILITY IS SUBJECT TO PHYSICAL SEARCH



WARNING
ALL PERSONS ENTERING THESE PREMISES
ARE SUBJECT TO A SEARCH OF
THEIR PERSON AND ALL PROPERTY.
REFUSAL TO SUBMIT TO A SEARCH
WILL RESULT IN YOUR BEING
RESTRICTED FROM THESE PREMISES.
BY ORDER OF THE FACILITY COMMANDER

Breathing Apparatus

WARNING
ALL PERSONS ENTERING THESE PREMISES
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Breathing Apparatus

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WILL RESULT IN YOUR BEING
RESTRICTED FROM THESE PREMISES.

BY ORDER OF THE FACILITY COMMANDER

Breathing Apparatus

managing jail beds



WORK CREWS

Inmates on the work crew are extensively screened for suitability before being allowed to leave the jail grounds under the supervision of a Corrections Deputy. Work Crews regularly clean up county roads, clean and repair illegal dump sights, renovate tax forfeiture homes, maintain trails and repair stone work on the Old Scenic highway. Last year, inmates in this program worked over 80,000 hours for City, County, State and non-profit organizations.

The Work Crew Annex is a temporary jail facility on the grounds of the Inverness Jail. The annex was designed to ease the need for population release of prisoners as the jails reach capacity. Relocating the work crew inmates to the warehouse annex freed up "hard" jail beds for other offenders. The warehouse was originally designed to house supplies and materials needed to operate the five other jail facilities.

The conversion of the warehouse into a jail facility began in early March, 1995. A work team of sergeants, command officers and civilian staff worked diligently to change the warehouse space into inmate housing. They found ways to streamline the normal bureaucratic process and to save taxpayer dollars. The Work Crew Annex officially opened August 7, 1995 and will remain in operation until permanent replacement beds are constructed through the expansion of Inverness Jail.

CLOSE STREET SUPERVISION

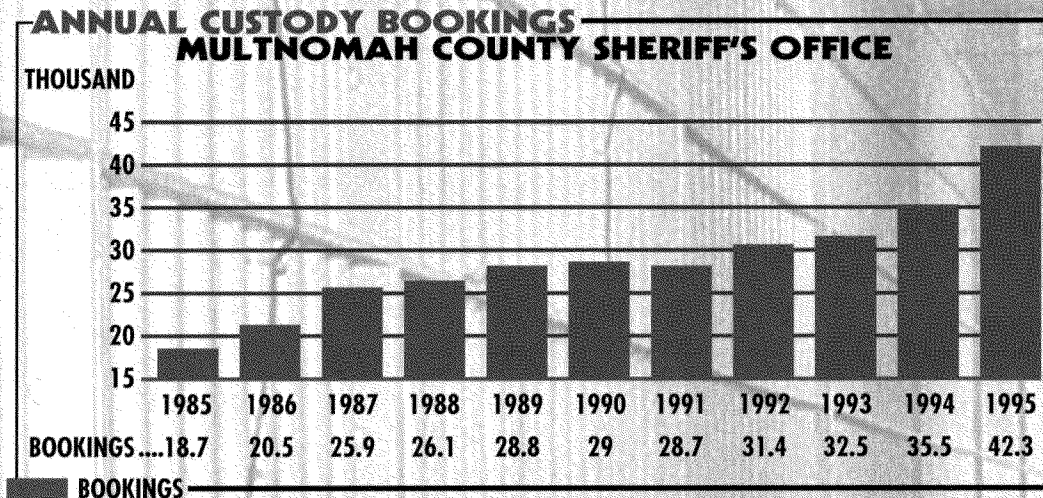
allows close supervision in the community of 200 felony pre-trial defendants released on conditional supervised recognizance. Program staff investigate all clients referred by the court and consider the client's danger to the community as well as the likelihood that the person will appear in court as required. Generally, persons referred to Close Street Supervision have been denied participation in less stringent release programs.

Staff provide regular supervision by phone, random home visits or employment checks. All violations of release agreements are reported to the court and appropriate action is taken.



jail bookings

In 1995 the number of **JAIL BOOKINGS** reached an all time high for Multnomah County. In 1995, we booked over 42,000 inmates into jail. This is a 45% increase since 1990. Males accounted for 80% of the bookings.

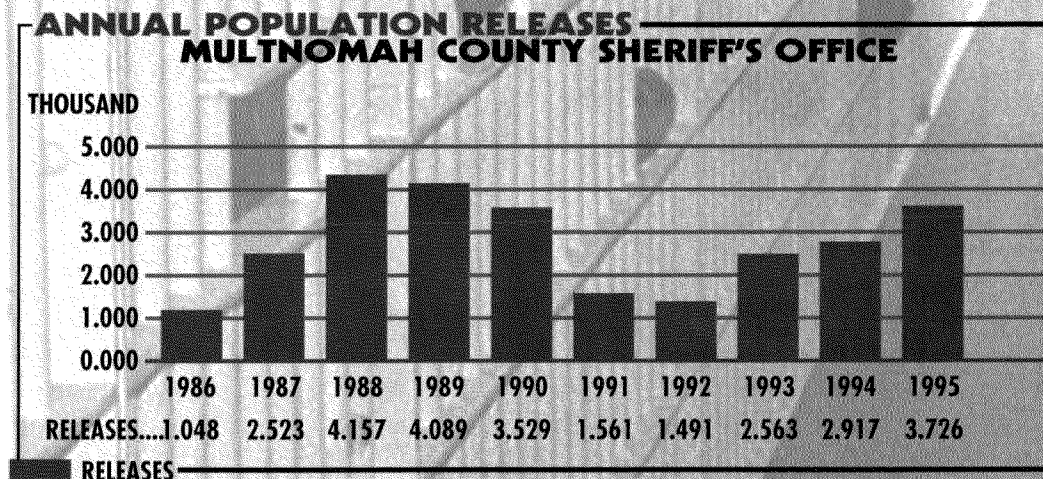


population release

We currently have 1,461 jail beds. Unfortunately, there are not enough jail beds to deal with the arrests and jail sentences in this county. Two of our jails are under a federal court order that requires the Sheriff to **RELEASE** inmates to the community when the court ordered capacity is reached. This is a very difficult duty for the Sheriff since these inmates belong in jail. These inmates have already been denied release by the court due to their dangerousness or their potential for failing to appear in court.

In 1995, we were forced to release 3,726 inmates to the community due to insufficient jail space. Even though considerable effort is spent identifying and releasing the least dangerous inmates, many are arrested on new charges after their release. The court has estimated that approximately 40% of those released fail to appear in court as ordered.

The Sheriff's Office is committed to ending unsupervised **POPULATION RELEASES**.



new developments

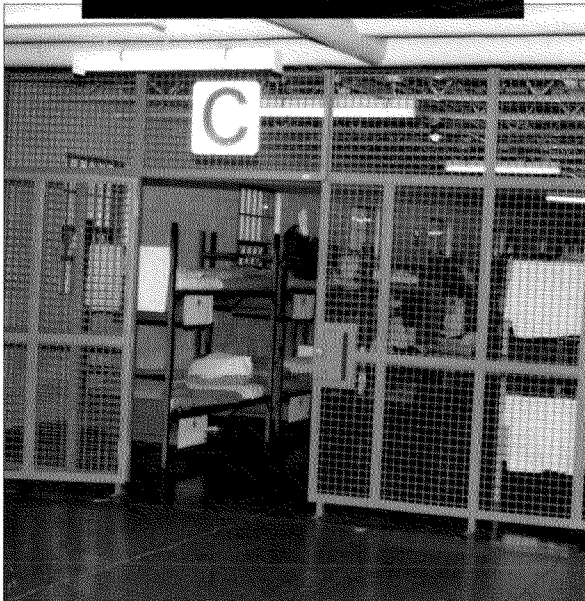
JAIL ALTERNATIVE



Some inmates wash police cars and go home at night instead of spending the night in jail and it costs them \$15.00 per day. Sentenced inmates serving weekend sentences may be eligible for the Sheriff's Office Work-in-Lieu-of-Jail Program (WILOJ).

The program relieves a crowded jail system by putting up to 24 inmates to work. The inmates are carefully screened to eliminate violent and sex offenders. Inmates must meet all the program requirements, including the \$15.00 a day supervision fee. Inmates report on Saturday and Sunday and are generally assigned clean up work, such as scrubbing jail transport buses and vans, washing patrol vehicles, light landscaping, and clean up of county roads.

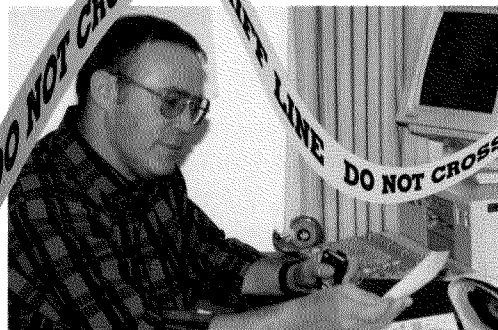
The program allows judges an alternative for persons serving weekend sentences and it also allows the use of jail space for other offenders. The use of weekend work crews eases some of the competition for jail space and provides an effective form of community service in lieu of using vital county services.



HIGH PROFILE

Murder, conspiracy, forgery, escape, fraud. These are the things of which mystery novels are made. They are also the things that keep nine Sheriff's Office detectives busy.

The detectives are divided into four units: the Multi-Disciplinary Team/Child Abuse Team (crimes against children), Metro Solid Waste Enforcement (environmental crimes), Crimes Against Persons Unit and Crimes Against Property Unit. The work is varied and often stretches across jurisdictions. While one detective is investigating an



illegal dumpsite in Fairview, another may be working on a case that draws international media attention such as the 1994 Tonya Harding/ Nancy Kerrigan case.

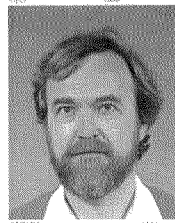
One of the highlights in 1995 was the murder conviction of Keith Hunter Jespersen, (the "Happy Face Killer") and subsequent release of two people from the State Penitentiary who were originally convicted for the murder of Taunja Bennett. Sheriff's Office detectives were assisted by the District Attorney's Office and MCSO Explorer Scouts in solving this case.

TEMPORARY HOLDING OPENS

Police agencies have no problem finding east county law-breakers to arrest. The problem arises when it's time to book them into MCDC. The round trip usually takes two hours to complete and keeps the officers away from their patrol districts.

Now an agreement between Gresham Police Department and the Multnomah County Sheriff's Office allows police from east county to temporarily house some arrestees at a holding facility in Gresham City Hall. The plan is a solution that has been long in coming.

The agreement calls for a corrections deputy to be stationed at the four-cell holding facility between 8 p.m. and 4 a.m., Wednesday through Sunday. Deputies maintain custody of prisoners until transport officers arrive to move them to the downtown booking facility. The Gresham Temporary Holding services officers from Gresham, Troutdale, Fairview, and Portland Police Departments, as well as the Sheriff's Office.

Multnomah County Sheriff's Office	
Booking Information	
	Name: DOE, JOHN DOB: 01/01/60 Race: WHITE Sex: MALE Ht: 6' 1" Wt: 180 Hair: SALT AND PEPPER Length: SHORT Style: STRAIGHT Eyes: HAZEL Glasses: NO Facial Hair: MUSTACHE Complexion: MEDIUM Teeth: Buggy Build: AVERAGE
Charges: RESIST ARREST CHGDESC2 CHGDESC3	CHGDESC5 CHGDESC6
Person: DOE, JOHN Arrested: 01/01/96	
Aliases: ALIAS1 ALIAS3	ALIAS5 ALIAS6

REFLECTIONS, LEARNING, FINDINGS, AND SUCCESSSES....



The **IN JAIL INTERVENTION PROGRAM (IJIP)** 16-bed female module celebrated it's first birthday November 21, 1995. The 32-bed male module quickly followed suit celebrating in January 1996. While it seems like the program just began yesterday, it also feels like so many accomplishments have been made in just one short year.

The In Jail Intervention Program, an integral component of the federally funded Target Cities Project, is an intensive, 14-day alcohol and drug treatment readiness program. IJIP provides an orientation to treatment and its potential benefits provide relapse assessment and initiates related life-skills training. The intended outcome of this program is to

maximize the opportunities for offenders to successfully complete alcohol/drug treatment in the community after they leave jail, and to reduce re-offense and re-incarceration rates among these offenders.

The following are excerpts from some of the letters written by the first participants in the program.

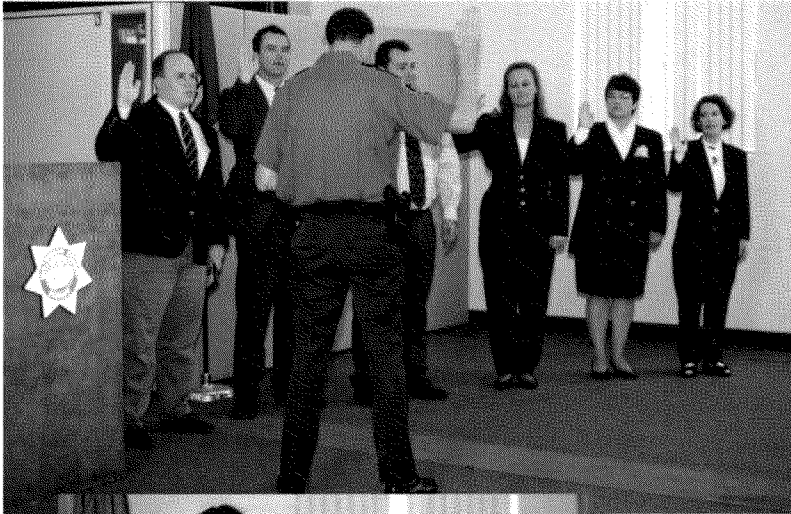
"THANKS TO THE PROGRAM, I HAVE FOUND HOPE AND BELIEF IN LIFE AGAIN. IF I HAD CONTINUED LIVING WITH THE VIEWS I HAD TOWARDS DRUG USE, I KNOW I WOULD HAVE DIED."
SAMANTHA

"I PERSONALLY HAVE BEEN CLEAN FOR 34 DAYS AND I'M ABOUT EIGHT AND A HALF MONTHS PREGNANT. NOT ONLY DID I GET A FRESH START, SO DID MY BABY."
SANDRA

"I'VE LEARNED TO QUIT WRESTLING WITH MY ADDICTION AND SURRENDER IT COMPLETELY TO MY HIGHER POWER AND SURROUND MYSELF WITH SUPPORT. THIS PROGRAM HAS GIVEN ME COURAGE."
Y.

THINKING
 IN MY ADDICTION I'VE
 DEALT WITH, POLICE, DOCTORS, Pimps,
 LAWYERS, PHYSICOS, RAPEOS, JUNKIES,
 BLUE COLLAR, WHITE COLLAR, COWBOYS,
 BIKERS, FARMERS, CONSTRUCTION WORKERS,
 INTELLECTUAL MAD MEN, FOREIGN, GOOD,
 BAD, UGLY, CRAZY, CUTE, RICH BOY,
 LAZY, DR. JENKINS, MR. HYDE, HOMIES,
 HELPLESS, HUMBLE PEOPLE.....
 WHY DID I EVER THINK
 "I COULDN'T DEAL
 WITH LIFE....."
"I CAN" "I WILL"

recognition



The Sheriff and Sheriff's Office members are continually recognizing staff and citizens during various ceremonies. Generally a standing room only crowd looks on as individuals and units are recognized.

The Awards Ceremony, conducted twice a year, recognizes superior performance, distinguished action, and exemplary service of employees and citizens. These ceremonies are our way of saying a special thank you to our employees and citizens who have gone above and beyond the call of duty. The MCSO recognized over 50 individual members and seven units during 1995.



During 1994-95, 141 new employees joined MCSO and were welcomed into the agency at their swearing-in ceremony. Fifty-eight members of the Sheriff's office also participated in promotional ceremonies during this time and thirty-six people retired.

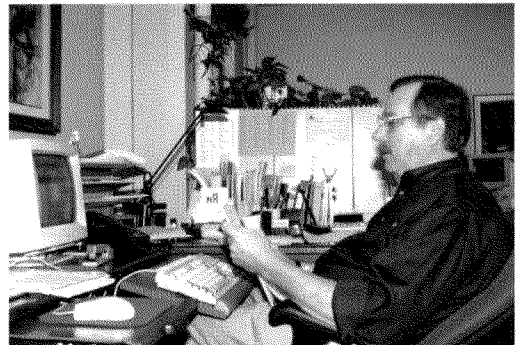
leadership

Over the past two years, local government has devoted a great deal of energy to cost effectiveness and accountability in the services we provide. Multnomah County is earnestly pursuing more effective government through the campaign of **REACHING EXCELLENT SERVICE USING LEADERSHIP & TEAM STRATEGIES (RESULTS)**. The Multnomah County Sheriff's Office is sharing that vision and aggressively pursuing excellence and cost effectiveness in everything we do.

In the fiscal year 1994-95, a new budget structure was developed that has enhanced the readability and accountability of county budgeting. In early 1995, the Sheriff's Office began a "cost per unit" system which assesses basic unit costs for each activity. This is especially helpful in tracking jail bed per diem costs. The Management and Fiscal Services Unit is integrally involved in implementing this new costing method.

Members of the Planning and Research Unit are responsible for short and long range planning and assisting managers and staff in their efforts to establish quality measures for their performance and achieving quality results.

Our most significant "RESULTS" accomplishment is in the development of work teams. One team of line staff, support staff and management has been working on the conceptual design of the expansion of Inverness Jail and the remodeling of our booking area. Another team is examining how to provide cost effective, efficient delivery of correctional services.



ROLE OF A chaplain

Multnomah County is fortunate to have professional chaplains working on staff with employees and their families. The chaplains provide support during times of emotional trauma. In times of joy and in times of sadness, the chaplains are there to help. Employees always have somewhere to turn and someone with whom to talk.

The chaplains also respond to the emotional and spiritual needs of over 1,400 inmates and their families. Working quietly and individually, the chaplains work to ease problems which can feel overwhelming and find resources to help people deal with these problems. The chaplains help bridge the gap between inmates and their families, counseling inmates in dealing with tragedy, and assisting local clergy in meeting with their inmate parishioners. They are in the unique position of being able to work with families on the outside and inmates on the inside, sorting through the needs of both and connecting individuals with community services.

THE SERVICES OFFERED BY THE CHAPLAINS INCLUDE:

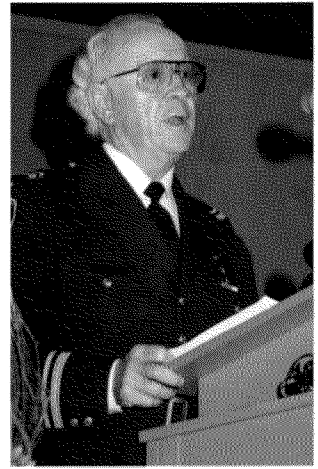
DEALING WITH THE DEATH OF A FAMILY MEMBER

CONDUCTING A FUNERAL

PLANNING AND CONDUCTING A RELIGIOUS SERVICE WHEN ASKED

COPING WITH A SERIOUS ILLNESS

LISTENING AND TREATING PEOPLE WITH RESPECT AND DIGNITY



super SERVICES



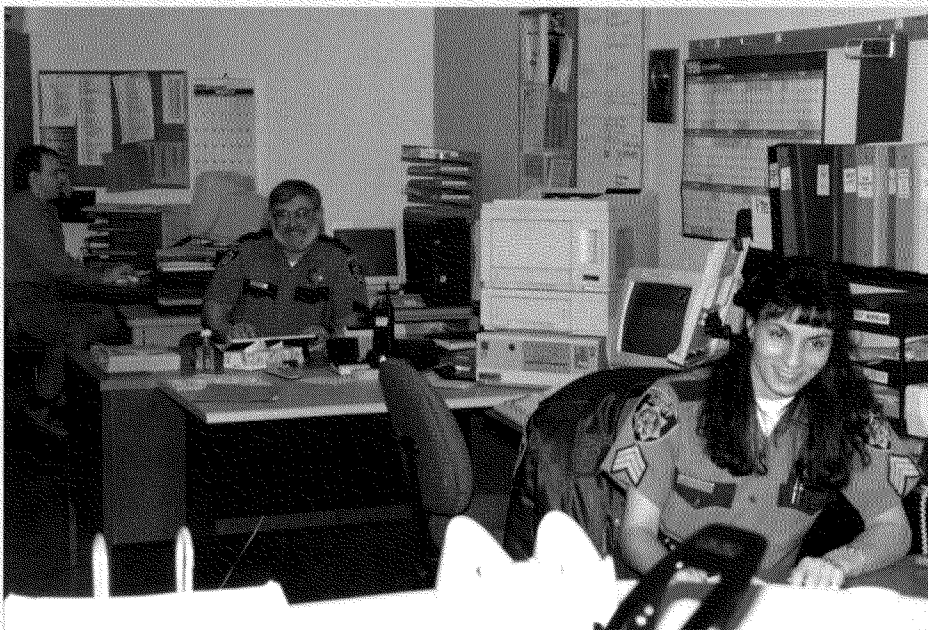
With computer technology reaching out to virtually every employee, the staff of the Office Automation Unit have been very busy. Changes happen very quickly with the ever increasing number of personal computers, local area networks, and mainframe applications.

The Word Processing Center provides typing support for all members of the Sheriff's Office. A centralized dictation system allows for telephone accessibility from any location at any time of day. Highly skilled operators use the most advanced word processing program on a local area network to provide typed professional documents.

The Facilities Operations Unit, formerly known as the Scheduling Unit, schedules personnel for the five jail facilities. This unit maintains vacation/personal holiday schedules as well as coordinates the annual seniority sign-up. Staff assigned to the unit make approximately 3,000 contacts for overtime per month.

Scheduling information and actual time worked is entered into the Sheriff's Office time keeping system. Payroll unit staff audit an average of 7,300 regular time entries per pay period. Additionally, unit staff address a wide range of pay issue questions or concerns. A new county-wide payroll system is scheduled to be on line in mid 1996. This system will provide enhanced on-line report capabilities.

The Equipment Unit responsible for fleet, inventory control, surplus property, and evidence has expanded to two locations. All receiving and distribution of supplies and equipment now takes place at the new Hassalo Warehouse. Other functions continue to be housed at the Hansen Building.



D.A.R.E.[®]

DRUG ABUSE RESISTANCE EDUCATION

Multnomah County Sheriff's deputies teach the D.A.R.E. (Drug Abuse Resistance Education) curriculum to fifth grade classes at local elementary schools. In addition to teaching the daily classroom lessons, the D.A.R.E. Unit deputies attend evening PTA meetings, explain the program to interested civic organizations, and help organize weekend and after-school activities for D.A.R.E. students. To graduate from D.A.R.E., each child must write an essay detailing what they learned during the 17-week program. The following is one such essay.



MY D.A.R.E. ESSAY by Staci Sneer, 5th grade, Glenfair Elementary School

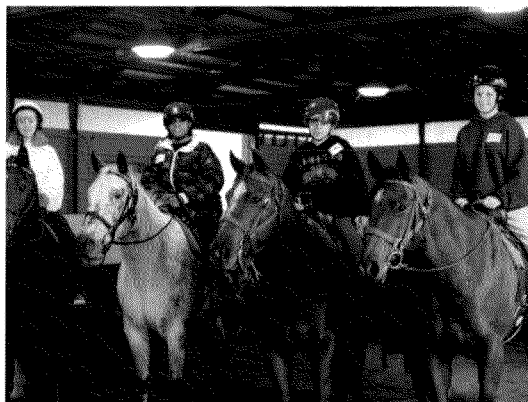
"I feel the D.A.R.E. program has helped me a lot. I know more about drugs and why people use them. But most importantly, I know that drugs can affect my life and what I want to do when I get in college.

In D.A.R.E., I have learned what to do when people ask me to do drugs. I have learned the eight ways to say no. People, I feel, don't really know what to do if someone says, "If you don't take this drug, I'll tell everyone that you're a chicken." If anyone ever told me this I would just walk away, because they are not in control of my life. No one has ever offered me a drug. I hope no one ever will. But even if they did, I am prepared to say no!

I am going to stay drug-free by making good choices and avoiding people who use drugs. I have also made a promise to my family that I will never use drugs.

My birth parents used drugs and because they did, they lost me and my brothers. They live in poverty and have a lot of physical problems. Even though they used drugs I still care for them, but I will choose not to live the same lifestyle as they did. I have an opportunity to have a different life than my birth parents. Instead of using drugs, I am going to avoid them. I'm going to do what I think is right, and stay healthy and drug-free.

Our class can be an example for kids that are younger than us by letting them know that drugs can affect their lives in a negative way. I hope the younger kids will make the same choice as we did as a class. It's people like me and you that can make a difference in this world. So take a stand and **say NO to drugs.**"



pal NEEDS PALS

"PAL" was organized in 1990 through the cooperative effort of members from six law enforcement agencies and many civilian volunteers. A vital partnership was developed between the police and the community for the purpose of providing the youth of Multnomah County with alternatives to drug and gang activity. With the direction and guidance of off-duty police officers and neighborhood volunteers, friendships are built. Recreational, athletic, and educational programs are designed to encourage and develop good citizenship and improve the quality of life in the greater Portland area.

MAKING A difference



The Multnomah County Sheriff's Office Community Policing Program is designed to involve the community as partners and participants in the law enforcement process. The Safety Action Teams (SAT) are the best example of strong community partnerships.

Members of the Safety Action Teams throughout the county participate in a wide variety of functions that are designed to prevent illiteracy, delinquency, drug abuse, school truancies and dropouts among today's young people. SAT members have organized basketball games, group sessions to build self-esteem, annual picnics, fishing trips, and many other outings involving area youth.

The Columbia Villa/Tamarack Safety Action Team is located at a public housing complex in North Portland. The Columbia Villa SAT members maintain a high visibility patrol presence, using marked patrol cars, bicycles and foot patrol to enforce a zero tolerance policy on criminal activity. The team also enforces exclusion orders issued by the Housing Authority of Portland.



The Brentwood/Darlington Safety Action Team is located in a former SE Portland residence. The team makes numerous contacts in the community and, with the help of 11 volunteers, provides resource information to those in need. Officers assigned to the



Brentwood/Darlington SAT may assist in settling neighborhood disputes, participate in high speed chases and take children to the zoo or OMSI.

The David Douglas Safety Action Team is located in a building owned by the David Douglas School District. Team members respond to calls for assistance by the David Douglas School principals and counselors. The David Douglas SAT members actively enforce laws regarding drug and gang activity in the school district.

Team members have been instrumental in assisting David Douglas High School administrators with the control of drug activity and weapons use on the school grounds. Today, graffiti around district schools is almost non-existent. There are many other visible signs of community problem solving in and by the neighborhood.



SAFER SCHOOLS

Most deputies remember their first day as a school resource officer. The deputy assigned to Corbett School District remembers it in sharp, piercing detail. In fact, the first hour spent in the halls at the high school still stabs his memory.

He feels pretty lucky that only his memory was stabbed. The newly assigned deputy hadn't even sipped his first cup of coffee that day before he found himself scuffling with a student who pulled a six-inch, double-edged hunting knife on him. Fortunately, the deputy wrestled the knife away from the student without anyone being injured.

The Multnomah County Sheriff's Office School Resource Officer Program is highly successful and nationally recognized for its contribution towards the prevention of crime and delinquency and for creating a positive image of police in the minds of youth. This is achieved by placing experienced deputies in area high schools to serve as a resource for students, families, faculty, and the community at large. The program currently operates at Sam Barlow, Reynolds, and Corbett High Schools.



Each School Resource Officer (SRO) is trained as both a law enforcement officer and a community resource provider. An integral part of the SRO approach is solving problems by combining counseling and education with traditional police work.

School counselors work directly with the SRO to identify and refer at-risk students for counseling. These counseling services include academic assistance as well as integration with social service agencies that assist students and the family with problems that begin at home but surface at school.

The SRO Program has been a successful model for surrounding local police agencies. The response from the youth, parents, and school administration has been equally enthusiastic and positive. In addition, the program has been helpful in reinforcing traditional bonds with the community while building new ones.

Deputy takes knife away from student at Corbett School

CORBETT - By his own words, Deputy Daniel W. Staton had an interesting first day of school as the new community resource officer at Corbett High School.

The Multnomah County Sheriff's Deputy, who was assigned to the Corbett School District in December, had wandered the halls for just 90 minutes Tuesday morning when he noticed a knife peeking out from under a student's pant leg.

"I was in the right place at the right time," Staton said. He asked the student to turn over the 9-inch double-edged knife - illegal for most uses, except diving - which was strapped to the student's calf.

But Staton said the 15-year old student, popped open the sheath he had strapped to his calf and scuffled with the deputy before he got hold of it.



SAFER STREETS

1995 marks the fourth year of operation of the Sheriff's Office School Patrol Program. The program aims to make the street safer for school children by providing a police presence around nine East County grade schools.

Reserve Deputies patrol the school areas looking out for speeders and questioning suspicious people found near the schools. For the reserves, the school patrol is an unique assignment because they work closely with the community. Many children get to know the deputies as friends, and many parents and school administrators have expressed their appreciation for the program.

WATER RESCUE

SHERIFF'S RIVER PATROL TO THE RESCUE!

"It was a dark and stormy night" may be a cliché but in the winter of '95 it was true. Two citizens found themselves stranded on an island in the middle of the Sandy River. The river was swollen to flood stage and it was cold and dark. These two people could not make their way back to dry land. Jason Gates and Brett Elliott, River Patrol Deputies, navigated the water in the dark to find and rescue these two folks.

The Portland metropolitan area has over 70,000 registered boats, more than a third of the registered boats in Oregon. But those boaters share only 95 miles of navigable water on the Columbia and Willamette rivers. On a beautiful summer day, these rivers may seem to have all 70,000 boats out in the sun, along with hundreds of visiting boats registered in Washington, Alaska and California. Add to this mix a great number of small rowboats, large oceangoing freighters, tugs and barge tows moving in and out of the Port of Portland facilities, and there is a definite potential for trouble.

The **SHERIFF'S OFFICE RIVER PATROL UNIT** works diligently to keep the waterways safe. Marine Deputies are responsible for law enforcement, marine safety and education, search and rescue, and fighting fires. In recent years, the River Patrol Unit has received many awards from the Marine Board Law Enforcement Program.

For Marine Deputies, life along the river is bound to get more active in the coming years. Recreational boating, expanded living in house boat marinas and commercial boating traffic have increased the need and frequency of river patrols. As a result, staffing in this area will increase for the next fiscal year.

The major responsibilities of the River Patrol include promoting water/boating safety, assisting boaters in distress, responding to and investigating violations of boating law, recovering bodies from the water and providing preliminary death investigations, and assisting in fire operations on the waterways.

The **DIVE RESCUE TEAM**, implemented in 1994, uses volunteers who come from many corners of the Sheriff's Office,

including law enforcement, corrections, civil, and reserves.

The **CITIZEN ADVISORY GROUP**, formed in 1995, created a forum so all river users would have an opportunity to discuss their river related needs, resolve problems and develop positive working relationships with citizens and the River Patrol Unit.

In addition to their regular duties, Deputies also donate their time for community service. They provide escort to the annual Parade of Christmas Ships and staff a display at the International Sportsman's Exposition.



Stolen vehicles found near Portland marina

PORTLAND - The Multnomah County Sheriff's Office Dive Rescue Team recovered three vehicles that had been reported stolen in the past.



CRACKING CRIMINAL

AGGRESSIVE, TENACIOUS, and THOROUGH INVESTIGATIVE TECHNIQUES aimed at mid to upper level narcotics distributors have kept the Special Investigations Unit (SIU) staff on their toes.

During 1994 and 1995, SIU deputies closed in on 49 marijuana grow operations and 11 methamphetamine labs. One investigation initiated by a deputy who purchased methamphetamine from an upper level dealer led to the search of a Gresham residence. Deputies found cash, guns, a scale, and packaging materials, as well as three-quarters of a pound of cocaine in a locked garage in the back yard. Further investigation by SIU Canine, Deputy Lisa, uncovered four additional areas where large amounts of methamphetamines were hidden.

SIU deputies have been involved in numerous cases which have extended outside of Multnomah County and Oregon, including one case which involved a Russian citizen residing in the tri-county area who was a major distributor of illegal steroids. A joint surveillance effort including Sheriff's Office SIU deputies eventually led to the arrest of the suspect in Philadelphia as he left a Russian freighter.



1995

STATISTICS

DOLLAR VALUE OF DRUG SEIZED	2,463,163
U.S. CURRENCY SEIZED	141,829
SEARCHES EXECUTED	119
FELONY ARRESTS	206
AUTOMOBILES SEIZED	37
BOATS SEIZED	4
FIREARMS SEIZED	73
ILLEGAL ALIENS ARRESTED	50
ARREST WARRANTS SERVED	58
METHAMPHETAMINE LABS	3
MARIJUANA GROW OPERATIONS	26
HOUSES SEIZED	4

NARCOTICS SEIZED

HEROIN	405 GRAMS
COCAINE	2,910 GRAMS
METHAMPHETAMINE	14,559 GRAMS
MARIJUANA	51,246 GRAMS
MARIJUANA PLANTS	678 PLANTS
LSD	50 HITS
STEROIDS	103,150 UNITS



1994

STATISTICS

DOLLAR VALUE OF DRUG SEIZED	2,326,618
U.S. CURRENCY SEIZED	124,566
SEARCH WARRANTS EXECUTED	49
FELONY ARRESTS	206
AUTOMOBILES SEIZED	41
FIREARMS SEIZED	63
ILLEGAL ALIENS ARRESTED	65
ARREST WARRANTS SERVED	44
METHAMPHETAMINE LABS	8
MARIJUANA GROW OPERATIONS	23
HOUSES SEIZED	1

NARCOTICS SEIZED

HEROIN	250 GRAMS
COCAINE	2,018 GRAMS
METHAMPHETAMINE	492 GRAMS
MARIJUANA	32,263 GRAMS
MARIJUANA PLANTS	1,057 PLANTS
LSD	0 HITS
HASHISH	85 UNITS



ON THE move

On July 1, 1994, the City of Portland annexed approximately 5.2 miles of area that was in unincorporated Multnomah County. The area annexed is on the east side of the previous city limits. It stretches from the previous city line, east to about 167th south of Holgate and east to SE 174th north of Holgate. The annexation transferred law enforcement responsibility from the Multnomah County Sheriff's Office to the Portland Police Bureau.



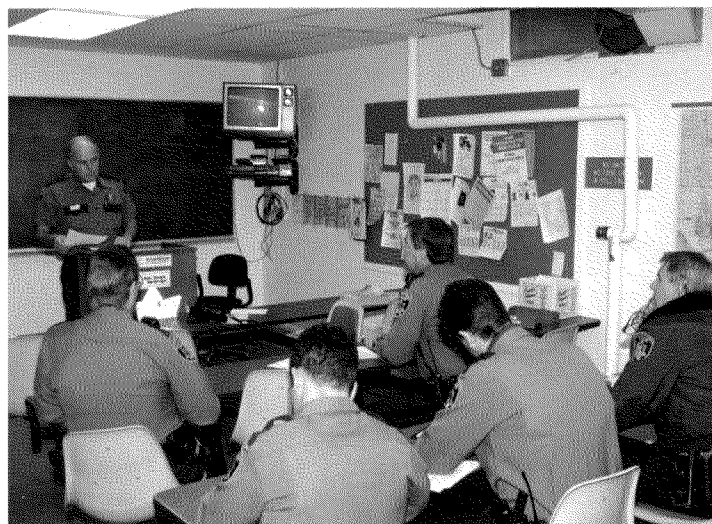
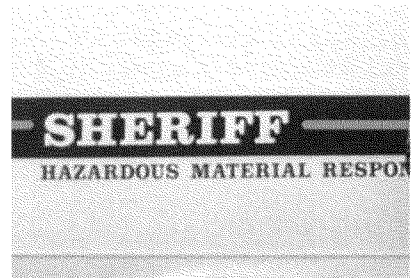
The estimated population of the unincorporated area dropped by 22,500 residents. The Sheriff's Office continues to be responsible for patrolling the small cities of Fairview, Wood Village and Maywood Park. The Sheriff's Office has law enforcement responsibility for 37,935 citizens living in unincorporated Multnomah County.

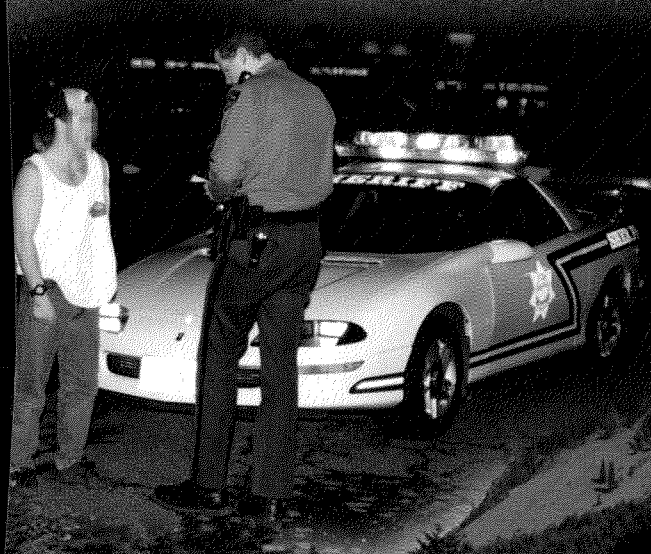
The **DUII** Enforcement Team, implemented in August, 1994, is located in Wood Village City Hall. Placement in Wood Village provides improved access to I-84 and quickens response time to accidents in the surrounding area. The DUII Enforcement Team has three deputies who are providing coverage from 6 p.m. until 4 a.m. seven days a week. The latest DUII enforcement car is dedicated to Mothers Against Drunk Driving who helped equip it with video equipment.

With the new **DRUG RECOGNITION EXPERT (DRE)** training, deputies of the DUII Enforcement Team are confident in their ability to recognize specific signs and symptoms of particular drug categories. This is particularly important when a deputy arrests a suspect for DUII and the person receives a low Blood Alcohol Content of less than .08 percent. The training is so effective that the DUII Enforcement Team plans to offer it to other Sheriff's Office patrol deputies.

Keeping motor carriers in check is the responsibility of the **PUC/HAZMAT UNIT**. Through a contract with the Oregon Public Utilities Commission, the unit enforces state, local and federal regulations relating to commercial vehicles, and conducts inspections of motor carriers according to standards. Deputies who have been certified as truck inspectors perform multi-faceted examinations of the driver, the vehicle and the cargo. In addition, commercial vehicles transporting hazardous materials are subject to additional specialized regulations. All deficiencies are noted and if the violation is serious enough, the driver is placed "Out of Service" until the deficiency is corrected.

During a recent seven month period, 1,204 inspections were conducted, 500 vehicles and 38 drivers were placed "Out of Service". Deputies also respond to incidents such as tanker accidents, industrial spills and leaks and assist law enforcement in the disassembly, stabilization and collection of evidence relating to clandestine drug laboratories. The PUC/HAZMAT Unit drills regularly and provides specialized responses to approximately 50 calls per year.





commitments

VOLUNTEERS

If each of us had a television character who resembled us most, the "Energizer Bunny" would accurately depict volunteer Mae Lefebvre.

Whether she's at the David Douglas Safety Action Team office contacting crime victims, stuffing envelopes for the Alarm Ordinance Unit, calling bingo at the Mid-County Senior Center, or on the phone as a volunteer with the telephone reassurance service, LeFebvre just keeps going and going and going.....



The Sheriff's Office reaps the benefits of her incredible energy, as well as the energy of over 170 other volunteers. Volunteers vary in age and background, but all share a common goal in their commitment to make a positive difference in the lives of those around them. Volunteer positions provide an opportunity for citizen involvement in various programs in law enforcement and corrections. In 1994 and 1995 more than 11,000 hours of service were contributed by corrections volunteers. The Multnomah County Sheriff's Office

Volunteers in Corrections Program has been the recipient of numerous awards and citations, including the American Jail Association "Volunteer Of The Year" award.



Serving as a volunteer also affords students an opportunity to complete their academic requirements and make life long career decisions based on practical experience. Occasionally volunteers are hired into our agency or related fields, which is exciting and rewarding for all involved.

RESERVES

Members of the Reserve Unit care for the safety and livability of their communities and have an interest in law enforcement. The 44 reserve deputies assigned to the unit provide support and assist the line deputies with patrol, transport, cover, and other duties. During 1995, reserve deputies provided 20,369 hours of service to the citizens of Multnomah County, just 500 hours shy of 10 full time members.

Reserve deputies have provided fifty years of volunteer service to the Sheriff's Office.



POSSE

A rock, the size of a small bus, falls from Multnomah Falls and injures 20 people.

A 19 year old woman falls 250 feet over the edge of a cliff on Crown Point Highway. The Multnomah County Sheriff's Office volunteers respond to the rescue.

Unlike their Wild West counterparts who pursued out-laws, volunteers who comprise the posse do much more than go after bad guys.

Besides rescuing injured people and working with children, the posse patrols Multnomah County parks, participates as a drill team in parades, delivers turkeys to shut-ins at Thanksgiving and controls crowds at area events.

They also make arrests, write citations and carry firearms. This law enforcement authority makes the Multnomah County posse different from the usual sheriff's posses in other Oregon counties. The members' commitment begins with a year of law enforcement classes and training for their horses. They also must be certified to use weapons.

1952 The Sheriff's Mounted Posse is created during the Cold War. Its mission is threefold: to protect the Bull Run water lines against potential sabotage; to serve as reserves for the Sheriff; and to preserve the traditions of the West.

1960's The Posse becomes a champion drill team. Members ride black or palomino horses. They begin working with disabled children and 4-H Club members.

1990 The first woman member joins the formerly all-male Posse.

1994 Ground is broken for an equestrian center on SE Circle Ave., east of Powell Butte, on nine and a half acres leased from the Portland Trap Club. The center is the focus of the Posse's riding program for disadvantaged children. The nonprofit group needs additional funds to complete the center.



EXPLORERS

There are two Explorer Posts associated with the Sheriff's Office; a Law Enforcement post and a Search and Rescue Post. All explorer posts offer young people between the ages of 15 and 21 a chance to experience a career field in order to better understand the challenges and rewards that the field offers.

Law Enforcement Post #900 consists of approximately 30 members whose primary focus is learning about the job of a Deputy Sheriff. The Post members must successfully complete the

explorer academy, much like all new deputies attend the police academy. Post members provide security at area functions, participate in competitions, assist in searches, and provide support to other staff who respond to emergencies.

Search and Rescue Explorer Post #631 currently has 115 members who are available on a call-out basis to assist anywhere they are needed in the Northwest. All post members are state certified in search and rescue through the Oregon State Sheriff's Association and have undergone extensive training to prepare them for the variety of missions they are often called upon to perform.



enhanced

SERVICES

In the first six months of 1994, the Internal Affairs Unit underwent a complete transition to new staff. With new staff, came new ideas. The internal affairs process was examined and the following changes were instituted:

- **REWRITE OF THE SHERIFF'S OFFICE COMPLAINT PROCEDURE.**
- **DEVELOPMENT OF A PART-TIME POSITION TITLED "WORKPLACE INTERVENTION COORDINATOR" WHO ASSISTS WITH EMPLOYEE CONFLICT RESOLUTION.**
- **PROVISION OF FOUR HOURS OF CULTURAL AWARENESS/TEAM BUILDING TRAINING TO ALL SHERIFF'S OFFICE SUPERVISORS AND MANAGERS.**
- **PUBLICATION OF MONTHLY IAU ACTIVITY REPORTS FOR EMPLOYEES.**
- **CREATION OF "CORRECTIVE ACTION GUIDELINES."**

In one year, unit staff reduced the total investigation and review time by approximately five weeks. Unit staff also reduced the number of cases investigated but increased the number resulting in sustained findings.

During 1995, the Workplace Intervention Program provided employees, supervisors and managers with the skills to resolve the issues in front of them. Workplace interventions are developed to manage behaviors which are disruptive to the organization and can be managed outside of the traditional internal affairs investigative process.

The goal of the Workplace Intervention Program is to take a proactive approach to managing complaints by and against employees, while creating an atmosphere which values good working relationships, effective communication skills, and alternatives to the formal investigative process.

94-95 RETIREMENTS

HUNSINGER, EUGENE
WEAVER, VERN
TILLINGHAST, STEVE
HUNT, LOIS
DOMINE, ROY
DOMINE, PENNY
THACKER, JIM
MICHEL, FRED
GRAHAM, LEROY
TRACY, RICHARD
BRANAGAN, DENNIS
GRATIOT, EDWARD

FERRELL, KATHY
AMIDON, HAROLD
TOLLIVER, TED
SCHWEITZER, JOHN
JOHNSON, BUD
ZION, ROBERT
CARMODY, DENNIS
CRAMPTON, STEVE
SKIPPER, BOB
AMUNDSON, RANDY
JOHNSTON, REX
ANDERSON, DEAN

RISTAU, WILLIAM
BROUILLARD, KIRBY
FESSLER, CHARLES
ZEHNER, ARTHUR
TABER, ROGER
HOUSTON, LEE
BOEHMER, RUSS
ENGLERT, ROD
BUNNELL, JOHN
HICKS, JAMES
BERG, JOHN
WILSON, JAMES

MULTNOMAH COUNTY SHERIFF'S OFFICE citation

JAMES A. SAWYER

At approximately 11:10 p.m., on March 15, 1995, two federal prisoners housed in the 6D housing unit of the Multnomah County Detention Center attempted to overpower Deputy James Sawyer in an attempt to escape. The planned assault on Deputy Sawyer was the first step in a plan that included assaulting Deputy Sawyer with homemade weapons, obtaining his keys and radio, taking out windows in the cells and dropping to the third floor level of the Justice Center.

The two inmates jumped Deputy Sawyer on the top tier of Module 6D as he was making preparations to close his module for the night. The inmates repeatedly assaulted him with their fists and attempted to stab him with a strip of sharpened pencils. In the fight, Deputy Sawyer's radio was dislodged from his belt, rendering him unable to call for assistance and leaving him without hope that other staff would be alerted to the escape attempt.

Despite the severity of the assault and despite the fact that Deputy Sawyer knew that no one might know of his situation, he continued to aggressively struggle with the two inmates. It should be noted that several minutes after the assault began, three inmates came to Deputy Sawyer's assistance. The inmates later cited Deputy Sawyer's fairness and kindness as the reason for coming to his assistance.

In recognition of his courage in continuing his struggle to stop an escape attempt and recognition of general proper and fair performance of his duties as a corrections deputy, the Multnomah County Sheriff's Office is proud to award the Sheriff's Office Citation and the Purple Heart to Deputy James Sawyer.

Don Noes

AWARDED IN PORTLAND, OREGON
THIS 23RD DAY OF JUNE, 1995



Sheriff Dan Noelle
Multnomah County Sheriff's Office
12240 N.E. Glisan
Portland, Oregon 97230

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MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS

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BUDGET & QUALITY OFFICE

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TO: Beverly Stein, County Chair
Board of County Commissioners

FROM: Barry Crook, Budget and Quality Manager

DATE: May 23, 1996

SUBJECT: Sheriff's Office Request for Additional Funding

BOARD OF
COUNTY COMMISSIONERS
96 MAY 23 PM 3:03
MULTNOMAH COUNTY
OREGON

In response to your direction to me to provide you with a "third-party" analysis of departmental spending proposals -- and not at the direction of the Chair -- I would like to offer you my perspective on the Sheriff's Office's request for an additional \$756,631 in General Fund monies for the coming fiscal year.

The Sheriff makes his requests based on his beliefs regarding sufficiency of resources to conduct his mission; I always conduct my review and analysis with the added perspective of sufficiency of resources to perform missions *compared to available resources*; and in the context of the other functions and needs of the County organization that make similar, legitimate claims on those available resources.

The fact is that the Sheriff's budget *is growing next year by \$7,778,591 or 13.1%*. The General Fund contribution is increasing by \$2,939,420 or 7% (albeit a substantial portion of this is the redistribution of service reimbursements and not an absolute increase in funding). The Serial Levy will provide an additional \$4,422,203, over and above the current year's revenue, or an increase of 33.9%. The general approach with both the Library and the Sheriff's Office was to try to "hold the line" in terms of additional General Fund contributions to their budgets due to the availability of the Serial Levies to increase overall departmental funding. In the case of the Library, the amount of General Fund transfer actually *decreased*. As I indicated above, the Sheriff's Office saw a 7% increase in the General Fund contribution, in addition to the Levy increase.

Within the General Fund portion of his budget certain additional savings from the prior year were realized, in addition to the \$2.9 million added in General Fund allocations. A total of \$443,000 in costs were saved and/or shifted from the General Fund to other funds, freeing that amount within constraint to be used at the discretion of the Sheriff. This was accomplished by:

- shifting \$219,000 from the General Fund to the Levy for Correction Deputy Court Guards (3.0 FTEs) and a Corrections Sergeant;
- moving \$58,000 from the General Fund to the Inmate Welfare Fund for a volunteer coordinator;

- savings of \$166,000 created by reducing Court Guard positions from 25 FTEs to 18 FTEs, using Corrections Officers instead of Deputy Sheriffs, and hiring the new positions at the bottom of the pay ranges, instead of the existing "topped out" employees.

Additional savings were generated when new positions were allocated to the Serial Levy instead of to the General Fund and by other changes when the Sheriff reorganized the Law Enforcement Division. Most of these savings were used to pay for new and enhanced levels of service not provided for in FY 1995-96, including the new East District Patrol, the creation of the Special Operations Unit and enhancements to River Patrol.

Obviously, these savings could have been used to fund *existing* service cost increases instead of new services. My point is twofold: (1) generous increases in resources for the Sheriff's Office are part of the proposed and the approved budget forwarded to the Tax Supervising and Conversation Commission, and (2) decisions were made about the re-allocation of substantial resources within the Sheriff's Office -- *decisions you could choose to revisit before increasing yet again their appropriations.*

As to the specific requests:

1. Add package to make us whole (\$69,046): This is the same argument that was made to the Chair's Office in the original request, that the constraint given to the department did not allow the Sheriff to "cover" all of the additional costs they would face in the coming year. In the three areas cited, the claim was that cost for these line item areas were in excess of the 2.1% growth factor used to determine the constraint targets. Our response now is the same as it was then -- costs inflate by a wide variation of percentages, with some growing in excess of 2.1% and some growing less than 2.1%. Our approach has been to *not* engage in these kind of in-depth tug-of-war over line items, but to deal in aggregate numbers and seek cooperation from the operating departments in expenditure levels.

The purpose of the constraint is to force some decisions at the very margins of budgets by having department heads prioritize expenditures -- with mandated services coming within constraint and non-mandated things being put at the margins for decision-makers. To this end, federal/state mandates and existing contracts are generally considered a priority and should be funded within the constraint configurations. Whether or not additional monies are provided for these items, the Sheriff will still be required to pay for the services. We felt, and I still feel, that the increases represented in this add package can, and should be found within the resources the Chair has proposed in her budget for the Sheriff's Office.

The decision to fund the Sheriff's contribution to the Computer Replacement Fund with additional General Fund dollars -- NOT done with any of the departments headed by appointed officials -- only increases my conviction that the Sheriff can and should find the \$69,046 within available resources.

ONE ADDITIONAL NOTE: The Sheriff indicates in his list that he intends to ignore the County's plan to provide for replacement of computer equipment and reallocate the funds provided to him for that purpose to meeting the above two items. I will point out that the rest of the County organization considers that to be a bad business practice. The Chair included these funds in her proposal (while asking her Direct Reports to absorb those costs within constraint) so as to ensure that the Sheriff's Office followed this sound business practice. The fact is that if the Board appropriates these funds for the purpose proposed in the Chair's budget, the funds would be transferred via service reimbursement on July 1st, thus making them unavailable to the Sheriff for the purpose he indicates. I would also point out that request #7, for Fleet Needs, comes about because *previous* Sheriffs decided *not* to do business as the rest of the County government does regarding vehicle replacement. Should you permit the Sheriff to use computer replacement funds as he indicates it won't mean that his computers will not need to be replaced in the future, it will just mean you will be asked to appropriate additional funds in the future for those replacements. (You might want to consider *not funding* the add package for two data analysts (\$109,596), who are currently scheduled to provide support for the equipment and LANs being funded by the computer fee, should you agree with the Sheriff's proposal to use the computer fee money for another purpose.)

2. Operate Gresham Holding Facility for 9 months (\$108,691): This is, obviously, a policy call for you to make. My office recommended that since the facility cannot be justified on cost/benefit grounds, the jurisdictions who benefit from our expenditures be asked to pay for the benefit they receive. If the Board does not wish to follow that recommendation, then the General Fund or the Levy Fund would need to subsidize the East County cities. The Chair's proposed budget includes partial funding while the requests of the East County cities can be pursued.
3. Scheduling Unit (\$94,615) and Matrix Unit (\$61,279): These were the recommended cuts the Sheriff's Office suggested in meeting their constraint. When the Sheriff submitted his budget request, concerns were expressed by his staff regarding elimination of the matrix unit. The Budget Office expressed concerns with regard to elimination of the scheduling unit without an alternative plan in place. Elimination of the matrix unit freed up \$185,235, elimination of the scheduling unit freed up \$363,292. You might also inquire how these other funds were re-programmed. The allocation in prior year's budgets for the Scheduling Unit was intended to reduce the reliance on overtime, yet no overtime reductions has occurred. I would suggest you ask for alternative cuts from the Sheriff if he now thinks these expenditures are a necessity and fund these units from those reductions.
4. Post Factor Study (\$25,000): The Sheriff indicates that current year budget over-runs precluded him from spending his appropriation for this study, and he now wants the funds appropriated again. Thus this study will cost the County \$50,000.
5. Recruitment (\$100,000): This request seeks funds to be used to recruit the additional Corrections Officers that will be hired as jail facilities expand in Year 2 of the Levy. The Sheriff's Office had indicated that there might be a possibility of borrowing this money from the levy and repaying it -- perhaps this can be explored in greater detail. A majority of the recruitment costs were funded in year 2 of the levy (\$100,000, yr. 2, professional svcs) -- not in Year 1 where most of the recruitment effort will occur. There was a small amount budgeted in the levy for 96-97 (\$10,141), however given their anticipated schedule, this will not meet the more immediate needs for recruitment. However, there should be additional monies in levy available due to salary savings. Positions were budgeted at mid-range and they will most likely hire at entry level. I would like to explore this in greater detail before you vote on it. Perhaps Employee Services should also be asked to offer some review of this proposal, although I understand it to not be out of line with current practice.
6. Facility Expansion Space (\$50,000): Funds are being requested to begin the process of planning for, and site selection of, a new administrative office for the department. I believe this should be handled within the CIP process and with the funds being allocated for that purpose, not from an additional General Fund allocation.
7. Fleet Needs (\$208,000): Over 15 months ago, and under a different Sheriff, the Board was asked to approve funds for additional vehicle purchases. You indicated then that you wanted a thorough review of the fleet needs in the Sheriff's Office before you would feel comfortable increasing outlays for fleet beyond those included in the Replacement Fund. After some preliminary discussions with Fleet and our office, nothing came of this study (or at least nothing that has been brought to my attention).

The MCSO's current budget replacement charges are sufficient to purchase 9 new patrol cars each year. Given the 3 year life of a patrol car, this is equivalent to 27 individual cars being charged a replacement charge (equal to 1/3 of the purchase price). The MCSO has budgeted an additional \$40,000 in 1996-97 which will be used to pay replacement charges on 6 additional patrol cars. Considering a patrol car's 3

year life, this would give the MCSO 33 patrol cars on the replacement schedule and Fleet would purchase 11 new cars every year thereafter. The replacement cost of a patrol car is approximately \$18,800.

I lack sufficient information to determine how much of this is for replacement of vehicles that previous Sheriffs decided not to fund, and how much represents new vehicles -- and for what purpose those new vehicles are needed. I would want to know on what basis new vehicles are being requested before rendering a recommendation on that portion, however I can recommend *against* funding replacements from additional General Fund allocations.

8. Spanish Immersion Program (\$40,000): This is a new request that never surfaced as departments prepared their requests. I cannot provide an opinion on this request, but I will point out the precedent that would be established and would request that both Employee Services and Labor Relations provide some input on this item.

I stand by the recommendations made by our office as requests were initially reviewed. An additional \$7.8 million is already being provided to the Sheriff to run his operations. I understand that the scope of work is increasing, and that is what the additional Levy funds is meant to "cover". In addition to the \$4.4 million in Levy funds, the General Fund contribution is increasing by \$2.9 million, or approximately 7%. Given the needs of the County in many areas, not the least of which is your desires to provide Schools with \$10 million, holding the line at \$2.9 million in additional General Fund contributions for MCSO operations seems to me to be quite adequate.

I stand ready to answer questions, or to conduct a further review of the Sheriff's Office budget if you want me to.



R. Barry Crook
Budget & Quality Manager

Attachment: Analysis Memorandum from the Budget Office to the County Chair

xc: Dan Noelle, Sheriff



MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS

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TO: Barry Crook, Budget & Quality Manager

FROM: Karyne Dargan, Budget Analyst

DATE: March 14, 1996

SUBJECT: ***MCSO 1996-97 Budget Request***

This memo will serve as a summary for the purpose of discussing the Sheriff's Office budget request for fiscal year 1996-97

Budget Trends	1994-95 Actual	1995-96 Current Estimate	1995-96 Adopted Budget	1996-97 Proposed Budget	Difference
Staffing FTE		TBD	745.06	781.73	36.67
Departmental Costs	\$56,721,866	TBD	\$57,227,997	\$64,851,258	\$7,623,261
Program Revenues	\$14,682,990	TBD	\$19,177,005	\$22,485,440	\$3,308,435
General Fund Support	\$42,038,876	\$0	\$38,050,992	\$42,365,818	\$3,314,826

CONSTRAINT CALCULATION

The Sheriff's Office General Fund Constraint is calculated as follows:

1995-96 Adopted Budget		\$41,552,295
Adjustments		
Indirect	< 31,603>	
Indirect	22,646	
Carryovers	< 42,222>	
Cap Lease Retirement	< 510,330>	
Cap Lease Retirement	<u>544,330</u>	
	< 17,179>	
Total Adjustments		\$41,535,116
Inflationary Adjustment		\$ 830,702
Total General Fund Constraint, FY 1996-97		\$42,365,818
MCSO General Fund Request		\$42,365,818
Difference		\$ -0-

SIGNIFICANT CHANGES

RESOURCES:

- * Jail Levy increase: \$2,210,093 (95-96 = \$13,953,361; 96-97=\$16,163,454)
- * PUC contract revenue increase: \$119,208
- * Fines/Forfeitures increase: \$30,000
- * DUII grant: \$97,000

SERVICE LEVELS:

- * Full year operation of Work Crew Annex: FTE's = 16.35; Cost: \$1,007,643
- * Full year operation of Work in Lieu of Jail Program: FTE's = 0; Cost: \$99,584
- * Increased DUII enforcement through a grant from ODOT: : FTE's = 0; Cost: \$98,717
- * Increased Motor Carrier Safety Inspection through Grant from ODOT: FTE's = 0; Cost \$131,336
- * Establishment of an East County Patrol Post : FTE's = 2; Cost \$131,326
- * Establishment of a Special Operation Unit : FTE's = 1.16; Cost \$64,488
- * Increased in services in River Patrol and Civil Process: : FTE's = 6.24; Cost \$449,155

ORGANIZATIONAL CHANGES:

- * Reorganized from 3 branches to 5 divisions
- * Converted positions of Chief Deputy, Captain, and Corrections Major to Commander
- * Replace Law Enforcement Deputies with Corrections Officers in Court Guards Unit
- * Deleted Corrections Scheduling Unit and reassigned function to Facility Lieutenants
- * Deleted the matrix portion of the Classification Unit and assigned function to Corrections Records and Warrants.
- * Reorganized the Law Enforcement Division into the Operations, Investigations, River Patrol and Court and Facility Security Sections.

FTE's:

The budget request contains a net increase of 36.67 FTE's which are supported by other funds (levy). The General Fund supported positions are decreasing by 8.50 FTE's. This is mainly result of transferring those positions to other funds and attrition. Additionally, many positions were reallocated and/or reclassified within the organization to address adjustments in programs, increasing workloads and department wide priorities and the reorganization of the Law Enforcement Division.

ADD PACKAGES

1. **RESTORE additional funds, for specific increases beyond the General Fund constraint, including the PC Flat Fee.**
General Fund Cost = \$334,506

The Sheriff asserts that some operational items could not be included within their budget constraint. A 2% COLA adjustment was insufficient to meet a 3.1% COLA of \$942,528 on employee wages. Part of the Sheriff's rationale in determining which items would be included in this add package is tied to his issue with the nature of internal services reimbursements and how they limit the ability of an agency manager to control costs. The limitation results in lack of information in making decisions based on agency policy and priorities, and makes it difficult to challenge internal services provider to control costs. In order for the Sheriff to continue law enforcement and corrections services at an effective level, the following funding is requested:

1. Food Services COLA - contractually obligated to Aramark Services to provide a 4.5% COLA on inmate food.	\$119,891
2. Additional costs for BOEC and radio access fees.	\$ 49,422
3. MCSO portion of joint agency Juvenile Fingerprinting contract	\$ 18,385
4. Computer Flat Fee	<u>\$146,808</u>
TOTAL	\$334,506

The MCSO CBAC also ranked this package as priority # 1.

Budget Office Recommendation: In order to make a recommendation, some components of this add package need to be addressed separately. The Chair should note that certain General Fund savings were realized as a result of shifting 3.00 Correction Deputy Court Guards (\$146,000) and a Corrections Sergeant (\$73,000) from the General Fund to the levy budget, moving the Volunteer Coordinator from the General Fund to the Inmate Welfare Fund (\$58,000), and creating new positions in the levy which would have previously been part of the General Fund. Further, General Fund savings were realized as a result of the Sheriff's reorganization of the Law Enforcement Division. This includes reducing Court Guard positions from 25.00 to 18.00 FTE's as a result of organizational efficiencies and hiring new Court Guard positions at the beginning step vs. paying top step (\$166,000). Although these changes have "freed- up" additional General Fund dollars, the Sheriff has allocated these funds to other programs where services were not adequate to meet needs (newly created East District Patrol and Special Operations Unit, and enhanced River Patrol) as part of the approved Law Enforcement Reorganization.

1. **Food Service COLA (\$119,891), BOEC and radio access fees (\$49,422).** These components are on-going operational costs and requirements that should be included as part of the constraint budget. This recommendation is made in light of the knowledge that the Sheriff's levy budget, if approved by the voters, will provide for new and enhanced service levels. Some items that were previously funded by the General Fund, will be transferred to levy budget. This has the effect of "freeing" up General Fund dollars within the constraint figure that were previously allocated to items such as salaries and materials. Those "freed- up" General Fund dollars should pay for expenses such as COLA's prior to enhancing service levels.

2. **MCSO portion of Joint Agency Juvenile Fingerprinting Contract (\$18,385).** This is a contract with other Multnomah County law enforcement agencies. This is a new requirement from the State and the law requires that the arresting agency bear the cost of fingerprinting juveniles. In a joint meeting with other law enforcement agencies, it was collectively decided to use the Portland Police Bureau to provide juvenile fingerprinting services. Multnomah County's portion of the contract is \$18,385 or 4%. State mandated programs should receive funding priority within the constraint over discretionary programs. Consideration could then be given to the discretionary item which was not able to be funded.

3. **Computer Flat Fee (\$146,808).** The Sheriff's Office was only one of two departments that did not include the computer fee within its constraint configuration. Essentially, the \$146,808 would purchase over \$200,000 (estimated 35 replacement PC's and 50 new PC's) in value which would be received in year 1. Many departments made significant sacrifices to incorporate this fee within their bottom line, including RIF's, and reductions of service levels. Those efforts should not go unrecognized. However, it is in the County's and the Department's best interests to provide funding for this component of add package #1. For the PC's that are included in the levy budget, the flat fee has also been budgeted.

2. **ADD 2.00 FTE Data Analyst positions to the Computer Unit.**
General Fund Cost = \$109,596

Since it is the Department's intention to create and enhance its internal and external data sharing capabilities, and to have all facilities connected to the County's Wide Area Network upgrading or installing Sheriff's Office networks at all the facilities has been identified as a priority. The two Data Analysts will support and maintain the networks and the Justice Center, Restitution Center, Close Street Supervision and Hassalo Warehouse.

The MCSO currently has 1.00 FTE Data Technician and 1.00 FTE Data Analyst to support the current LAN's and to provide support to PC users. The MCSO CBAC ranked this add package as priority #3.

Budget Office Recommendations: The ISD, and SPIT recommends 1.00 FTE for each LAN, and an additional FTE for each 75 connections to the LAN, if there is a LAN Administrator. If there isn't, the standard is 1.00 FTE Data Analyst for every 47 PC's. The Sheriff currently with 220 PC's, is in need of 100 new PC's and 35 replacement PC's. It is anticipated that 2 LAN's will be installed by the end of FY 96/97 which creates the need to connect 70 PC's to the LAN's. In order to

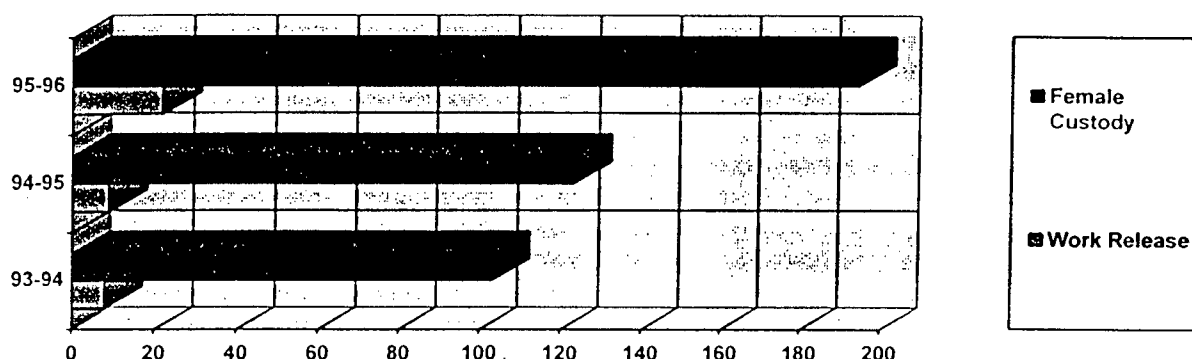
comply with the recommendations of ISD and SPIT, MCSO has requested the necessary staff to support their MIS requirements.

The Levy budget request includes funding for an Information Systems Manager and a Data Analyst to provide overall support to the MCSO's MIS operations and to provide LAN support at the Inverness Jail and the new 210 bed facility.

Recently, major advances have been made in hardware and software acquisition recently. Without the necessary ongoing support, much of the value of this investment will be lost. If the number of anticipated LAN's for 96/97 changes, the staffing numbers should be adjusted accordingly. I recommend that this add package be considered for funding.

3. **ADD 2.82 FTE's to support the conversion of MCRC from an all male facility to a coed facility.**
Cost = \$130,781

The need for female work release beds within Multnomah County has steadily increased. Within the past two years there has been a significant increase for female clients awaiting intake into the YWCA (MCSO contract female work release program \$197,000). This is due primarily to a 50% increase in female population in the jails since 1990-91.



In FY 1993-94, the Sheriff's Office contracted with the Volunteers of America (VOA) for 9 and the YWCA for 15 female work release beds. In June 1994, the VOA discontinued their contract leaving the Sheriff's Office with 15 beds. The Sheriff's Office has been unable to find an additional contractor and increased contract beds with the YWCA is not a possibility.

In September 1995, the Sheriff's Office made some minor structural modification to the Restitution Center. These modifications enabled the Sheriff's Office to start a pilot program to house 10 female inmates at the Restitution Center. This is the first time the Sheriff's Office has maintained a coed facility in its correctional system. Since then an additional 8 have been added to the facility.

Although the program has been successful, the pilot project was funded out of the baseline and is not included in the 1995-96 budget request. This add package will increase the staff at MCRC to continue its operation as a coed facility and increase the number of female work release beds to 40. Not funding this package would result in placing the inmates into more expensive facilities such as MCIJ.

<i>FACILITY</i>	<i>COST PER BED DAY</i>
MCIJ	\$64.69
MCRC	\$53.22
YWCA	\$35.98

One alternative to this add package includes continuing on with the status quo, which would result in an increased waiting list and delaying the implementation of court sentences. A second alternative would include a search for a new contractor. However, searches to date have not proved fruitful and there is the possibility that there is not another contractor interested in providing this service. Or lastly, the Sheriff's Office could negotiate with the YWCA to review the possibility of expanding the current contract to create more work release beds. The MCSO CBAC ranked this add package as priority #2.

Budget Office Recommendations: The County is required by Federal Consent Decree to provide equal services for the male and the females inmates. This includes the work release program. The Sheriff's levy budget for 96-97 includes 8.28 FTE's to address the expansion at MCRC. It appears that that it is less expensive to contract out this service with the YWCA. However, the YWCA is not interested, at this time, in expanding their program to increase the number of work release beds and there are no other interested contractors at this time.

The next most cost effective option is to provide this service in-house. The 1993-94 budget included funds for the VOA contract (\$105,000). VOA terminated its services in 1993-94 and the savings were used to meet constraint in the 1994-95 budget. During the course of 1994-95 the MCSO was unsuccessful in finding any contractor to provide female work release beds. It wasn't until September, 1995-96 that the MCSO started its pilot project at MCRC. The pilot program is funded from the base budget.

If the Chair is interested in funding this expansion of service levels, it should be funded from the levy as this service should be considered part of the overall MCRC expansion. Or the other alternative is that the MCSO should fund this program within constraint.

**4. ADD 2.04 FTE's to continue operation of a temporary holding facility at Gresham.
Cost = \$144,971**

In August 1995, the MCSO entered into a 90 day intergovernmental agreement with the City of Gresham to provide a temporary hold facility in the Gresham City Police Administration Building. This agreement allows police agencies in the East County area to transfer custody of arrested persons to MCSO at the temporary hold in lieu of the police officers taking the prisoners to the MCDC located in downtown Portland. Gresham agreed to supply the facility and surveillance equipment, while the Sheriff's Office provides an X-Image identification station and corrections and transport personnel during the hours of operation. No other agency contributes revenue to offset the costs of this operation.

The primary purpose of the Gresham Temporary Hold (GTH) is to increase the effectiveness of police officers in East Multnomah County by decreasing the time expended transporting and booking arrestees into MCDC. The center will be operated for 8 hours, 4 days per week, during the busiest times for police officers and the downtown booking facility.

An evaluation was conducted for the period of August 1, 1995-November 1, 1995. The following figures highlight the results:

The average number of weekly arrestees held at GTH is 13. Gresham provided 77% of the arrestees or 135 of the 176 total. MCSO brought in 19 arrestees (11%), Troutdale 10 (6%), Fairview accounted for 4 (2.3%), and the Oregon State Police and ROCN 2 (1.1%).

It is clear that facility expenditures exceed the actual cost efficiencies to the participating agencies by more than three to one. Therefore, the determination whether to continue operation of the GTH is a policy decision rather than an issue of cost effectiveness and efficiency.

<i>Agency</i>	<i>Min. saved per Booking</i>	<i>No. of Bookings</i>	<i>Hrs. of Patrol Time Saved</i>	<i>Mileage Savings @ 20 mi. avg. rd-trip (\$0.20)</i>	<i>Salary Savings</i>	<i>3-mo. Period cost Savings</i>
<i>Gresham</i>	70	135	157.5	\$540	\$3,623	\$4,163
<i>Troutdale</i>	95	10	15.8	\$40	\$364	\$404
<i>Fairview</i>	70	4	4.7	\$16	\$107	\$123
<i>MCSO</i>	45	19	14.3	\$76	\$431	\$507
<i>Total</i>				\$672	\$4,525	\$5,197
<i>Savings</i>						

The MCSO has been exploring the means of spreading the costs of the GTH to participating agencies but it does not seem likely that the other agencies will be receptive to a fee or other direct expenditure to offset the benefits their agency receives. The MCSO CBAC recommended that this add-package be placed as priority #5, instead of priority #4 as ranked by the MCSO.

Budget Office Recommendations: The Sheriff will be bringing a budget modification before the BCC at the end of this month requesting monies from contingencies (\$67,129) to pay for the operation of the GTH for the period from August, 1995 through the end of the fiscal year. As part of that BudMod, the Budget Office will be recommending funding through the end of the fiscal year with the thought of allowing those agencies time to prepare to contribute to the cost of the GTH or for the termination of the program. One of the requirements for continued funding in the 1996-97 fiscal year should be predicated upon participating agencies providing funding commensurate with the benefit received and the cost of providing the service. If agreements cannot be reached, the determination to continue the GTH will be based on the placement of these benefits and costs within the priorities of the MCSO and Multnomah County. As the economic costs exceed the economic benefits, from the Budget Office perspective, I do not recommend funding for this package.

5. **ADD 2.00 FTE to conduct process and outcome evaluation of Class II contracts and other programs.**
General Fund Cost = \$105,215

This add package would provide the resources to monitor contracts, to develop and track process and outcome measures and conduct evaluations of all class II contracts as well as selected other programs. The MCSO currently contracts for services with over 140 providers. This unit is also responsible for conducting a minimal number of program evaluations as well as provide management assistance and coordination of the Program Key Results. The current Planning and Research Unit staff is not able to monitor or evaluate contracts in conjunction with other work related to planning and management decision support. The MCSO CBAC ranked this add package as priority #4.

Budget Office Recommendations: This unit currently has 5.00 FTE's assigned to it, including and Administrative Analyst that was included in 1995-96 to address such issues. Currently, 3.00 of the 5.00 FTE's are filled. The unit is in the process of hiring the Administrative Analyst. The last position remains vacant. The Budget Office recognizes the importance of having the appropriate amount of staff resources to conduct evaluation and provide management the data to make effective decisions. However, it appears that some of the work *not* currently being performed by this unit could be accomplished by filling the two vacant positions.

ISSUES AND OPPORTUNITIES

1. **Implementation SB1145:** SB 1145 restructured the Community Corrections Act to give counties more responsibility, authority and resources. It broadened the scope of planning under the Act. The Local Public Safety Coordinating Council (LPSCC) replaced the Community Corrections Advisory Committee. It includes representatives of local governments, law enforcement, adult and juvenile corrections, the courts, prosecution and defense, public and private service agencies and advocacy and civic organizations. LPSCC is responsible for developing and recommending a plan that allocates state and local corrections funds.

New responsibilities under SB 1145 include carrying out the sentences of felons sentenced to 12 months or less. Prior to SB 1145, offenders serving less than 12 months in state prison received little programming before they were returned to the community. State funding will support the construction and expansion of a range of local sentencing resources, including jails, to meet the needs of the target population consistent with public safety. Preliminary planning for the necessary programs and facilities was a collaborative endeavor that resulted in a construction proposal which was approved and funded by the Legislature. In 1996-97, program development will continue. However, until a jail facility is completed, it is the intention of the MCSO to contract back with the State for the required number of beds (\$52/day).

2. **Jail Accreditation:** The MCSO is no longer pursuing formal accreditation with the American Correctional Association. An internal auditing process has been developed to ensure continued safe and humane operation of the facilities. The philosophy behind the process is to provide a non-judgmental, impartial, objective assessment of the agency's operations so that staff and management can identify areas needing improved efficiency and to assure compliance in establishing standards.

The Inspections Unit will be responsible for conducting audits and assigning auditing to teams. The Inspections Unit will also be responsible for tracking and reporting the results of audits to the Inspector.

Audit team members will be selected by their respective Division Commanders for the division to be audited. Audit team members will report to the Inspections Unit during the auditing process. Upon findings of noncompliance, Facility Commanders of Unit Managers will respond to their Division Commander with compliance action plans. In turn, Division commanders will report on the resolution of any noncompliance audits to the inspector.

The Inspector will compile and submit audit reports and compliance plans on all audits to the Sheriff and the Jail Oversight Committee.

3. **Reorganization of the Law Enforcement Division:** As part of the general agency reorganization, a substantial reorganization will be made in the Law Enforcement Division. It is anticipated that this reorganization will be completed by the end of Fiscal Year 1997-98, and will be accomplished by reassigning some deputies to law enforcement operations and through attrition of retired law enforcement deputies and sergeants.

During FY 1996-97, the general focus of the reorganization will center on the replacement of Deputy Sheriff's in Court Guards and increasing staffing in River Patrol, East county Patrol and Civil Process/Extradition's. The reorganizational goals for 1996-97 are to examine the resources of the Law Enforcement Division to match needed services at the most appropriate level and will include:

1. Replacing Court Guards and Transport Units with Corrections Officers. This will be accomplished by a combination of transferring of deputies to law enforcement needs in the agency and transition of deputies who are retiring. Five deputy sheriffs will remain assigned to the Court Services Unit in order to assist in court house and juvenile detention center security, and to make arrests of defendants ordered taken into custody. Total deputy reductions by the end of this transition are expected to be 16 deputy sheriffs, 4 civil deputy sheriffs and 4 sergeant positions.
2. Reorganizing the Civil Process Unit to respond to increasing officer safety risks with better trained deputy sheriffs. Currently, the Civil Process Unit is completely staffed by civil deputy sheriffs. These deputies are uniformed in a similar manner to deputy sheriffs and drive marked patrol cars. They are often mistaken for deputy sheriffs. While each civil

deputy performs their duties in an exemplary manner, they are not trained in handling the dangerous situations they may encounter if mistaken as deputy sheriffs. In addition, they are not "peace officers" and do not have arrest authority.

In reorganizing the Civil Process Unit, the management of the unit will be under a law enforcement sergeant. A total of twelve civil deputies and eight deputy sheriffs will staff the unit. Civil deputies continue serving notice civil process and transporting allegedly mentally ill persons to family services court for hearings. The deputy sheriffs will serve execution process and perform prisoner extradition.

3. Increasing staffing in East County Patrol. East county Patrol is currently staffed at two districts. This will provide a better measure of security for the residents of East Multnomah County. Additional staffing will also reduce response times to high priority calls. This post was added to address officer and public safety issues in East County as a result of population increases.
4. Increasing staffing in River Patrol. One of the fastest growing responsibilities of the Sheriff's Office is in providing law enforcement services to the waterways in Multnomah County. Recreational boating, increased living in houseboat marinas, and increases in commercial boating traffic have increased the need and frequency of river patrol.

4. **Agency Challenge to Innovation and Fiscal Accountability:** The MCSO believes that a continuing examination of agency accountability, innovation and cost effectiveness is a critical element to the provision of public service to Multnomah County. To that end, the Sheriff has challenged all employees of the MCSO to examine the manner in which they do business with an eye toward finding better and more cost effective practices while maintaining a high quality of output.

Budget and expenditure reporting is being restructured to push accountability to the lowest levels of the organization. Whenever possible, cost per unit criteria is used to measure expenditure and performance goals. New programs are measured by cost behavior and cost per unit impacts.

Internal service reimbursements will be closely monitored for opportunities to increase efficiency. This will include cost comparison with private vendors to ensure that services are provided in the most cost effective manner possible. It is the intention of the Sheriff's Office to lower administrative costs whenever possible and challenge those programs viewed to lack efficiency and cost effectiveness in order to avoid the reduction of direct services to the public.

BUDGET OFFICE CONCERNS

1. **Elimination of Scheduling Unit.** In December, 1994, the Auditor's Office released a report on Corrections Overtime, Improve Scheduling Practices, which examined the overtime spending that supplemented the full-time salaries of those staff who operate the jails. As a result of this report, in 1995-96 the BOC provided \$363,292 from GF contingencies to form a Scheduling Unit to implement recommendations found in the audit report. In the 1996-97 budget, the Sheriff's Office has eliminated the Scheduling unit. After one year of operation, the MCSO has identified three primary outcomes for the effective management of overtime and personnel scheduling.

1. The need for facility commanders to be part of the decision making process on filling vacancies and overtime;
2. The need for good information as to the causes of overtime;
3. The correct staffing configuration to collect and provide management information on scheduling and overtime.

What appears to be clear is that the Scheduling Unit did not meet the performance outcome of reducing overtime. With approximately 66% of the year expended, the Sheriff's overtime budget is 87% expended. At this current rate, the MCSO is sure to overspend this line item by the end of the year. Restructuring the Scheduling Unit might have mitigated some those factors, however, the Sheriff has eliminated this unit in order to meet the 1996-97 constraint. The Sheriff has not approved increases in overtime for the 1996-97 budget request. This reflects his commitment to resolve this issue.

Without the Scheduling Unit, the responsibility of scheduling employees in the facilities will fall, as before, to the facility commanders. It is hoped that this task will be less time consuming due to the development of a scheduling software which is

currently in beta testing in the Auditor's Office. This software will provide scheduling through a default schedule. It is hoped that it will reduce much of the scheduling process to clerical entry with staffing decisions made by facility commanders.

2. **Downsizing and Restructuring of the Matrix Unit:** In the 1996-97 budget, the Sheriff eliminated the Matrix unit, thereby saving (\$185,235) which was subsequently used to meet constraint. 1.5 FTE's (Sheriff's Operating Technicians) were then added to replace what was currently done by 5.00 FTE's. This restructuring is planned to achieve the goal of the MCSO to eliminate the unsupervised release of inmates due to overcrowding. It is expected that the successful passage of the new levy, and SB1145 monies will help accomplish this goal. The Sheriff has indicated that the elimination of matrixing is not within the ability of 1996-97, it will most likely occur the following fiscal year.

A RESULTS steering committee has been charged with finding alternatives to the matrix staffing. These suggestions, combined with some reorganizational opportunities are expected to restructure the matrix release process into a more manageable operation than it is currently.

DEPARTMENTAL STATUS UPDATES:

Results Efforts/Status of Implementation: MCSO has been active in both RESULTS training and in implementation of type four work-teams since July, 1995. In July, a work group of MCSO and other County employees was commissioned to participate in a fact-finding and problem solving process for the agency's Corrections Facilities Division. This work group was initially broken into five work-teams and charged with providing recommendations on solving current corrections housing and operational deficiencies. More than forty employees are participating in this effort, and remain active in the planning process for design and construction of the Inverness addition, Court House Jail remodel, Booking floor remodel and new jail planning.

A work team was organized to examine the Equipment Unit's warehouse needs. A work-team of line employees, working with the new manager of the unit, has been successful in securing a warehouse site and reorganizing the unit to provide for current efficiencies as well as planning for the addition of a substantial increases in inmate population due to SB 1145 and the Sheriff's order to reduce matrixing.

In November 1995, members of the executive team met with an organization specialist to decide what activities and characteristics should be the focus of agency attention. This team produced a vision for MCSO which is now the framework for strategic planning for future operations.

A mission writing team of nine MCSO line employees has completed the Mission Statement for the agency.

RESULTS training for all employees at the rank of Unit Manager or above has been provided. One employee was trained in Process Mapping.

Future projects include establishing a work-team of corrections employees to assess and evaluate corrections operations within the agency. A work-team of thirteen to fifteen employees is being tasked with this effort.

Grants Efforts: The MCSO currently operates the following grants:

	<u>Award Amt</u>	<u>Match</u>
* DUII	\$ 97,000	\$70,000
* PUC/HAZMAT	\$119,208	\$10,295
* Housing Authority of Portland Grant	\$251,915	\$10,274

Much of MCSO's grant efforts have centered around building a network at the State and Local level. These networks have provided information about potential grants. The MCSO will be seeking a policy discussion with the Chair's Office regarding the direction of the grants program.

Use of Performance Measurements: The Sheriff's Office monitors its performance on a cost per unit basis. Program analysis is based not only on the success of the programs impact on the community but also the programs impact on the cost per unit of production. The Sheriff's Office is committed to providing the service at the lowest cost while maintaining the highest quality of output. MCSO will continue to challenge itself in maintaining its cost effectiveness to the public.

Vision

By 2015, the projected population of Multnomah County will exceed 750,000 and the annual tourist population to the Columbia Gorge will surpass 12 million. Public safety issues associated with this growth will require the Sheriff's Office to house more prisoners, serve more legal papers and reconfigure enforcement efforts.

The Sheriff's office will assume a leadership role in establishing an efficient public safety continuum involving all local governments, various public safety agencies including the courts, the district attorney, community corrections and the community. The goal will be to form an integrated system which works together to provide public safety and to eliminate duplication of efforts. Improvements in technology will allow for a uniform tracking of a person's criminal history. The Sheriff's Office will be part of an integrated criminal justice computer system linked throughout the western states. It will provide instantaneous identification of anyone brought into the system through voice prints, fingerprints and retinal identification.

The Sheriff's Office will also strive to maintain a culturally diverse work force and to provide in-service training to all of its employees. Training will cover a wide range of topics including dispute resolution, officer safety, and professional development.

Corrections

By the year 2000, Multnomah County will have added 655 new jail beds to its system. That is approximately a 50% expansion of jail capacity. To operate these beds, approximately 300 new corrections deputies will be hired and trained. In addition, mandatory intensive alcohol and drug treatment will be part of the jail programming. With this dramatic increase in inmates, we anticipate adding 14 work crews which will allow us to provide work experience for the offender and service to the community.

The implementation of SB 1145 will transfer responsibility of felons sentenced to 12 months or less to the County. The transfer will take place in January, 1998. Multnomah County is expecting a daily impact of almost 500 offenders. In addition, the projected population growth in Multnomah County is expected to add 4,000 inmates to the system because of increased criminal activity.

As a part of cost containment, Corrections Officers will assume greater responsibility for addressing the needs of inmates including handling of inmate grievances, dispute resolution, recreational and other day to day activities. With this expansion of responsibilities, the Sheriff's Office will be able to a more cost-effective delivery of corrections services.

The Sheriff's Office will continue to provide work experience to inmates including work release for qualified prisoners. Other programs geared to help the offender transition back into the community include alcohol and drug rehabilitation, GED programs, job readiness and placements, and family skills. These programs will help the offender reintegrate into the community with enough skills to reduce recidivism.

The additional jail beds will also allow the Sheriff to end early or matrix releases. In 1995, 3700 offenders were released back into the community without supervision. To successfully work with the sentenced inmates under SB 1145 and to improve the community's perception of safety, matrix releases must be completely stopped. Other tools which the Sheriff's Office will use to manage offenders include pre-trial supervision programs such as electronic monitoring, low, medium and high supervision, pre-trial work release and day reporting centers. These efforts will ensure that all pre-trial offenders are supervised and that only those offenders who are dangerous and unable to maintain a satisfactory presence in the community will be placed in jail.

The contract with the Federal Marshall to rent jail beds will end in 2006. At the conclusion of that contract, 100 beds will be available for local use. Discussion with the Federal Marshall about other kinds of partnerships will continue. We need to make certain that future contracts do not reduce our ability to protect the public safety of Multnomah County.

As the need for additional jail beds continues, the MCSO will consolidate many of its jail services on a single, large parcel of land. This will allow for internal and infrastructure efficiencies resulting in cost savings. Technological advances will allow for many inmate functions to occur within the jail, reducing the need for prisoner transport. Through interactive video, inmates will confer with their attorneys, and participate in trials without leaving the jail. Prisoner movement, within the institutions and between institutions, will use bar code electronics so that all movement will be accurately tracked and recorded at minimal cost.

Law Enforcement

The role of the Law Enforcement Division will focus primarily on services to citizens residing or recreating in unincorporated Multnomah County. Priority will be given to increasing patrol efforts in east Multnomah County and on the navigable waterways. Enhanced patrol efforts on the waterways will also include an emphasis on education. Law Enforcement will also begin to handle the more serious and dangerous civil processes with a focus on domestic violence issues including serving restraining orders. The Sheriff's Office will continue its involvement in multi-agency task forces to prevent and enforce the law including drug investigations and stings. Our Hazardous Material team will continue to work throughout the Metro region without regard to county boundaries.

The Law Enforcement Division will encourage more involvement by all staff in setting policy and direction. The many talents and abilities of individual members will be the division's strongest asset. The newly reorganized Law Enforcement Division will encourage creative and innovative problem solving. More personnel will be providing direct service like patrol to the citizens of Multnomah County.

Department Services

The Sheriff's Office offers the following services:

- Intensive enforcement programs to assist in empowering the residents of high risk neighborhoods to deal with crime and other social problems.
 - Corrections programs such as work release and out-of-custody supervision and for pre-trial and sentenced offenders in Multnomah County.
 - In-jail alcohol and drug intervention services.
 - Patrol services to rural areas of unincorporated Multnomah County.
 - Narcotics education and intervention through the D.A.R.E. Program and narcotics enforcement through the Special Investigation Unit.
 - Civil process service and civil court enforcement of "execution process."
 - Water safety education and patrol of 97 miles of waterways within the boundaries of Multnomah County.
 - Transportation of prisoners both inter and intra-state to be held accountable for crimes committed in Multnomah County.
 - Transportation of prisoners to court and security of the court rooms.
 - Secure incarceration for 1,490 inmates.
 - Local policy discretion regarding the corrections system is significantly limited by a federal consent decree, *Jordan v. Multnomah County*.
 - Local policy discretion regarding the service of Civil Process is significantly limited by the Oregon Rules of Civil Procedure, and Oregon Revised Statutes Chapters 21, 24, 29, 105, and 107.
 - Local policy discretion regarding the D.A.R.E. Program is significantly limited by franchise requirements of D.A.R.E. America.
- Recent Accomplishments
- Developed and implemented an on-line Inmate Accounting System.
 - Booked 40,700 inmates during calendar year 1995, an 8.7% increase over 1994.

- Established the Sheriff's Advisory Committee, a group of volunteer citizens from business, education, and politics to advise the Sheriff on matters relating to the Sheriff's Office.
- Established the Sheriff's Jail Oversight Committee, a group of volunteer citizens to review jail operations for efficiencies, and conformance to 36 primary accreditation standards.
- Designated agency commanders as liaison to the Hispanic, African American, Asian, and the gay and lesbian communities.
- Expanded Inverness Jail by 50 beds by adding 5 beds to each dormitory, an impact of 18,250 bed days in the system.
- Converted a warehouse on the Inverness Jail campus into a housing facility for inmate work crews. This created an additional 36 beds in the jail system, an impact of 13,140 bed days.
- Concluded negotiations with the State of Oregon for the construction of an additional 330 beds at the Inverness Jail to house inmates sentenced to 12 month or less, returning to local control through SB 1145.
- Reorganized the Sheriff's Office into five divisions to create a greater measure of accountability.
- Created work teams to evaluate operations in Facility Corrections Division and to recommend cost effective facility designs.
- Opened Gresham Temporary Holding Facility to provide east county booking for agencies east of 162nd Ave., creating increased "on-the-street" coverage for law enforcement services.
- Implemented management training program designed to provide agency managers with current information on such items as fiscal management, personnel management, labor relations, and payroll.
- Hosted the National Sheriff's Association annual conference.

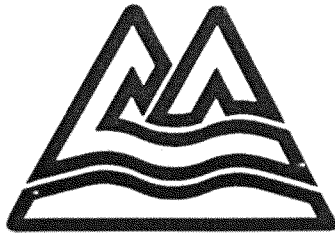
Staffing Changes

- Two Captains were reclassified to Commander.
- Two Chief Deputies were reclassified to Commander.
- One Corrections Major was reclassified to Commander.
- One Sheriff's Staff Assistant was reclassified to Administrative Secretary.
- One Word Processing Operator was reclassified to Computer Support Technician.
- One Senior Office Assistant was reclassified to Office Assistant 2
- One Sr. Fiscal Assistant was reclassified to Office Assistant 2.
- One Deputy Sheriff was reclassified to Sheriff's Executive Assistant
- Thirteen Deputy Sheriff's were reclassified to Corrections Officer.
- One Sergeant position was reclassified to Corrections Sergeant.
- Three Civil Deputies were reclassified to Corrections Officer.

- One Civil Process Supervisor was reclassified to Corrections Officer.

NEW POSITIONS IN LEVY INCREASE

- One Corrections Sergeant in Inspections/Internal Affairs
- One half FTE Background Investigator in Personnel Unit
- One half Office Assistant 2 in Personnel Unit
- One Information Systems Manager in Office Automation.
- One Deputy Sheriff in Detectives.
- One Facility Security Officer at Inverness Jail
- One Corrections Lieutenant at Inverness Jail.
- Two Corrections Officers for Inverness Jail.
- One Corrections Officer for Inverness Work Crews.
- Five Sheriff's Office Technicians for Corrections and Warrants Records.
- One Half Office Assistant 2 in Volunteer Programs Unit.
- 2.6 Corrections Officers in Classification.
- One Data Analyst in Office Automation.
- Two Corrections Counselors for Restitution Center.
- 1.3 Office Assistant 2 for Restitution Center.
- 6.28 Corrections Officers for Restitution Center.
- One Sheriff's Office Technician for Corrections Records MCRC expansion.
- One half Corrections Technician for Restitution Center.
- Three Corrections Deputies for Court Guards.



MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS

BEVERLY STEIN
DAN SALTZMAN
GARY HANSEN
TANYA COLLIER
SHARRON KELLEY

BUDGET & QUALITY

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

TO: Commissioner Kelley
FROM: Karyne Dargan, Budget Analyst
DATE: May 21, 1996
SUBJECT: LPSCC A&D Subcommittee Add Package Information

At the April, 1996 meeting of the LPSCC Alcohol and Drug Subcommittee, you requested that some budgetary information be compiled to address a few of their priorities. This information was to be available for DCC's budget hearing on May 22, 1996

The A&D Subcommittee add package consists of four components. The add package required staff from the Sheriff's Office, Community Corrections, Community and Family Services, Corrections Health, and Target Cities to submit cost information. The funding requirements for this package begin at \$175,000 and continue upwards, depending upon the component options selected.

Component descriptions are as follows:

1. Hire an outside facilitator to perform a RESULTS type process to improve A & D assessment after booking.
2. Create a pilot program in one or two modules in the jail and eliminate day TV and substitute it with educational programming. This program would include a facilitator/ educator and an evaluation component.
3. Provide training for approximately twenty-five (25) A & D contractors to handle relapse cases. *25 x \$3,000 = \$75,000*
4. Set-aside funding for a reprogrammed mentally ill diversion project *25 x \$1,600 = \$40,000*

Component costs are as follows:

1 & 2. Based on a memo from Sheriff Noelle (attached) dated May 1, 1996 and discussions with Barbara Simon --Executive Assistant, it appears that there is an opportunity to integrate your objectives with the current "think tank" process being used by the MCSO to address the

May 21, 1996

redesign of the booking area. The A & D assessment process should dovetail with other functions performed at booking.

In order to keep the momentum going and to address the Sheriff's concerns, I would recommend that \$50,000 for each component be set aside to provide funding for collaboration between the LPSCC Subcommittee and the MCSO's "think tank" process for components 1 and 2. The \$100,000 could be earmarked in contingencies. The BCC as a body would need to formally approve moving these monies from contingency to the MCSO's budget at a later date.

3. CFSD contracts with approximately twenty-five (25) A & D service providers. CFSD estimates that training would cost approximately \$25,000. This would allocate \$1,000 per agency, which could be used to train between two and four individuals. Training could occur in a variety of forums and CFSD would like to determine its most appropriate form at a later date.

4. During the budget process CFSD submitted an add package in the amount of \$73,878 to double the existing services provided by the Mentally Ill Diversion Program. This add package was not funded through the Wellness Program, nor as part of the Chair's Proposed Budget. CFSD staff did develop a reformatted program for this add package, which came in at a **significantly** higher figure, and was not acceptable to Lorenzo Poe. Based on the available information to date, CFSD and the Budget Office believe that this program requires additional development and review. CFSD staff is confident that with some additional time they can refine and develop a program which will have the greatest chance for success. It is my understanding that Lorenzo Poe will be contacting you to discuss this component further.

Funding Options for Component 4:

1. Provide \$73, 878 to fund the original add package.
2. Put \$50,000 + in contingency earmarked for this project when CFSD returns with an acceptable plan before the BCC

Based upon the direction you wish to proceed, I will be happy to create the amendments to allocate the money for the 1996-97. It should be noted that all of these components would also be eligible for 1145 monies (at some later date) if recommended by the LPSCC.



Multnomah County Sheriff's Office

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

DAN NOELLE
SHERIFF

(503) 255-3600

MEMORANDUM

TO: Commissioner Sharon Kelley

FROM: Sheriff Dan Noelle *D*

DATE: May 1, 1996

RE: Pilot A&D project in the jail

I thought we had a very productive meeting the other day about the A&D assessment and treatment. Your group has clearly put a great deal of work into this document and has proposed some very interesting ideas that affect the jails. I don't think that you and I are too far apart on the best way to proceed and that we agreed on the following points:

- Our line staff needs to review proposals for A&D assessments in the jail. Because we are going to be remodeling the booking area, this would be an opportune time to build that function into our plans. I've asked Commander Rich Haug to pull together a group of our people to think this through. We call them "think tanks" ... involve the people affected by the idea into development and implementation of the plan.
- At this point, it might be better to invest limited dollars into the "think tank" process I've just described rather than invest into a pilot project. Before doing a pilot project, we need to think through the process and assess how it overlays with other things going on in booking.
- Implementing the suggestions about television in a pilot module makes sense. Again, I want to plan it first. I'll ask Commander Haug to pull together another group to look at this idea. I'll make sure that Kathy Page is involved.
- We need to find a better way to connect the treatment services offered in our facilities with the treatment services. One should logically lead into the next. I suggest we look into the best practices available and make certain the entire continuum works towards that goal.

BCC: Commander Rich Haug
Commander Vera Pool
Barbara Simon
Bill Wood

BOGSTAD Deborah L

From: WARREN Dave C
To: OLDHAM Dan A; SIMON Barbara M; AAB Larry A; MURRAY Darrell P; UPTON Ken W
Cc: McCONNELL Jim; GILLETTE Kathy; CLARK Susan L; KLINK Howard A; POE Lorenzo T; TINKLE Kathy M; SIMPSON Thomas G; NICHOLAS Larry F; OSWALD Michael L; ODEGAARD Billi I; FRONK Tom R; CLAWSON Elyse; STEELE Meganne A; COBB Becky; COOPER Ginnie; GOODRICH Jeanne; FARVER Bill M; BOGSTAD Deborah L; #BUDGET; #CHAIR'S OFFICE; #DISTRICT 1; #DISTRICT 2; #DISTRICT 3; #DISTRICT 4
Subject: Followup on 5/23/96 Sheriff's Office Budget Meeting
Date: Thursday, May 23, 1996 7:02PM

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

Please prepare responses to the Board's questions. I suggest the responses state the question and then state the response. If appropriate, the response may be a reference to an attached document. Please respond to all the questions by Friday, May 31 (except number 64, which is an item for Board discussion).

Send a copy of the answers to Karyne Dargan (Sheriff issues) or Keri Hardwick (Labor Relations issue). They will review them (for no more than one working day), perhaps even supplement the response with additional work;

Karyne and Keri will communicate any proposed changes to you or give you the OK to print;

Deliver 10 copies to Kathy Nash in Budget & Quality. She will package your material with a sequentially numbered cover page and an index so the Board can tell what they receive, tell that it is in response to issues raised and at which hearing, the date they received it, and be assured they have received all the packets.

Budget & Quality will deliver the packets to the Office of the Board Clerk who will distribute them to the Board.

Follow up Items

Sheriff's Office

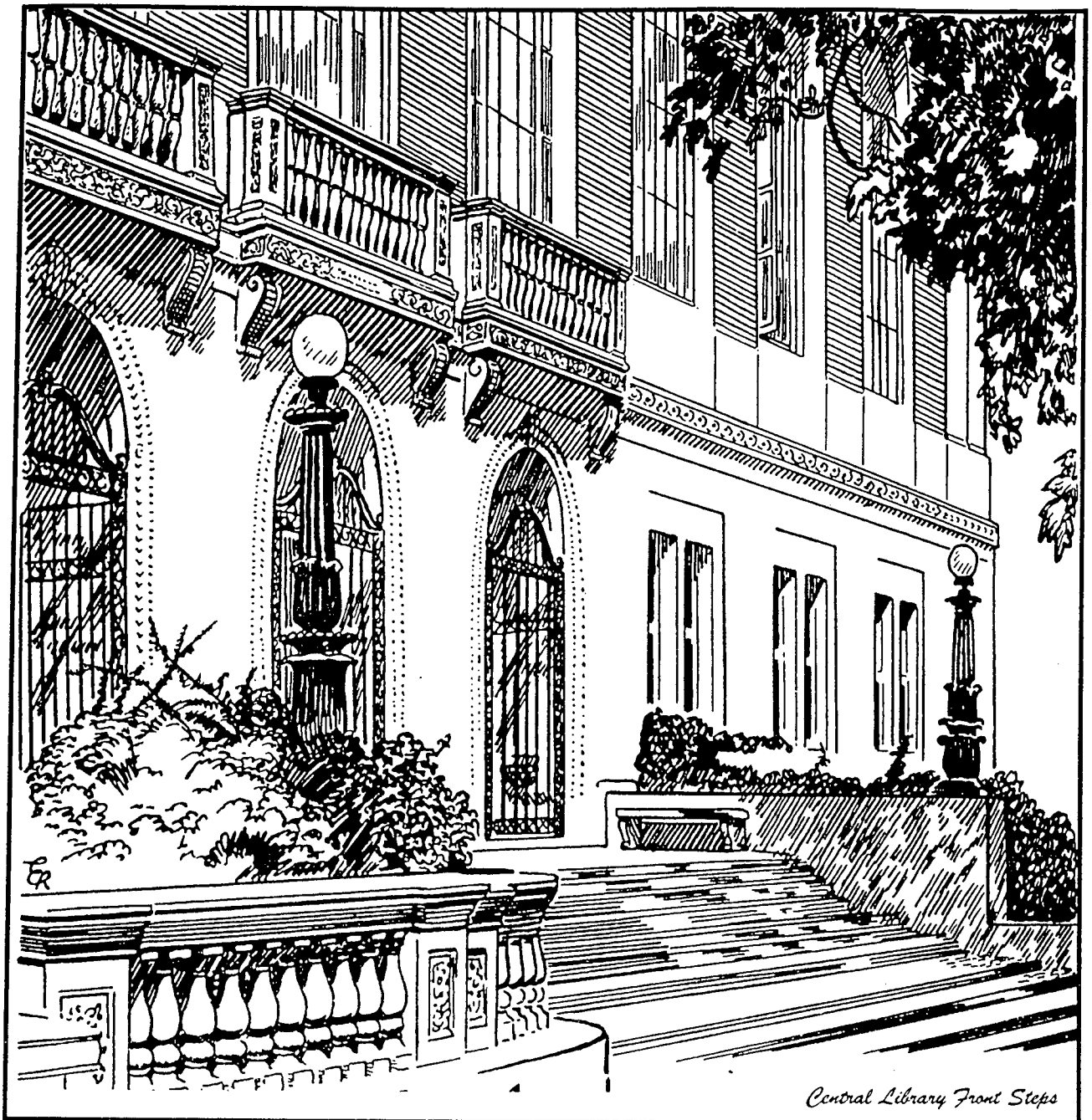
58. Explore the potential for "growing" local candidates for hiring as Corrections Deputies rather than or in addition to recruitment out of the area.
59. Review the pros and cons of the decision to forego accreditation of facilities, including the thoughts of County Counsel in the response and addressing the question of the possible impact on federal or state funding.
60. Discuss the possible overtime cost implications of the remodeling projects that will be done with bond funding at the Justice Center.
61. Review the proposal to substitute educational programs for television in modules of the jail facilities.
62. Discuss the status of wiring for cable TV in the various jail facilities and ways to pay for making it possible to show selected programming in each of them.

Labor Relations

63. Discuss the implications of defining the duties of Corrections Deputies to include presentation of educational programs to inmates.

Chair's Office / Board of Commissioners

64. Consider the possibility of rolling the special levies approved at the Primary into the County Tax Base in November 1996.



Central Library Front Steps

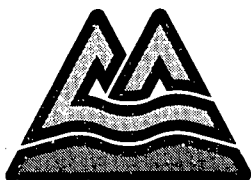
Multnomah County

Packet #14 - Follow-up from Ken Upton

June 4, 1996

MCSO & Health Dept

**Budget
1996-97**



MULTNOMAH COUNTY OREGON

BEVERLY STEIN
COUNTY CHAIR

EMPLOYEE SERVICES
FINANCE
LABOR RELATIONS
PLANNING & BUDGET
RISK MANAGEMENT

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(503) 248-3883
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& CENTRAL STORES

(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR
PORTLAND, OREGON 97202

MEMORANDUM

TO: Board of County Commissioners

FROM: Ken Upton, Labor Relations Manager

DATE: June 3, 1996

SUBJECT: Response to Board Request for Analysis - Bilingual Interpreter Premium - Budget Note 21

96 JUN - 4 PM 12:46
MULTNOMAH COUNTY
OREGON
BOARD OF
COUNTY COMMISSIONERS

1. Concern from the Board.

"21. Provide the Board with analysis of the potential for providing supplemental incentive pay for second language competence."

2. Short Answer.

The possibility of a language premium has been examined in the context of bargaining with at least three of our bargaining units in the past. The County's conclusion then was that this was neither a needed nor a cost effective reaction to the need for interpretation services, although opinions were sharply divided as to the appropriate approach. In the specific health context, the general pattern in the industry, at least in the past, did not reflect such premium structures, although such premiums do occur in certain locations. Current inquiry with the Health Department's Personnel Section does not reveal in general that there are problems in attracting bilingual staff. There are some issues with professional staff such as nurse practitioners. In these classifications, the issue is not so much the need for attraction through compensation mechanisms of bilingual and multilingual staff, but the fact that professionals are quite scarce in the needed categories. Strategies around creating a diverse work force which is welcoming to the target population is one approach which can be successful for meeting this need, as can a variety of outreach strategies.

By way of specific background, the issue of interpretation premium or classification came up in the Local 88 contract last bargaining session prior to the Measure 8 extension. The matter revolved around a classification issue which was resolved by a quid pro quo

involving raising of the pay rate for the classification under examination and an agreement that for the life of the agreement:

"It is understood and agreed that the requirement to have varying degrees of proficiency in a second language within a classification has been and will continue to be an expectation for employees assigned to certain positions. Such requirements will not be a component of classification nor in the alternative require any special premium, provided that this exemption does not apply to employees acting as full-time interpreters without other duties or who act as language teachers."

This language has continued to govern.

3. To the Future.

As part of the Continuous Interest Exploration process which is now going on with Local 88, we are working our way through the entire contract and reviewing any and all issues which have been problematic. I would anticipate that interpretation issues would be part of this examination process during the review of economic matters in 1997, and that a more full-blown data gathering and needs assessment may be needed at that time, if there is a significant problem with current arrangements.

If you have any questions or concerns regarding this matter, please call.



MULTNOMAH COUNTY OREGON

BEVERLY STEIN
COUNTY CHAIR

EMPLOYEE SERVICES
FINANCE
LABOR RELATIONS
PLANNING & BUDGET
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& CENTRAL STORES

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2505 S.E. 11TH, 1ST FLOOR
PORTLAND, OREGON 97202

MEMORANDUM

TO: Board of County Commissioners

FROM: Kenneth Upton, Labor Relations Manager 

DATE: May 31, 1996

SUBJECT: Budget Note 63--Change of Corrections Officer Job Description

BOARD OF
COUNTY COMMISSIONERS
96 JUN - 3 AM 9:49
MULTNOMAH COUNTY
OREGON

Question:

"What are the implications of defining the duties of Corrections Deputies to include presentation of educational programs to inmates?"

Answer:

The answer to this question could be either very simple or quite complex, depending on the extent and scope of the duties which were changed. I spoke briefly with Commissioner Kelley yesterday, and it was clear to me that this is a work in progress, which will require revisiting as the thinking on this issue with respect to both its nature and scope are further refined. I will thus simply identify below generalized areas of potential concern. Preliminarily, it must be noted that there are potentially not one but two job descriptions and bargaining units which would be involved in this matter, those of Corrections Officers (represented by MCCOA) and Corrections Counselors (represented by Local 88), job descriptions attached. The job description for Corrections Officer anticipates an ancillary rather than direct involvement in programming. The description speaks to certain elements which may be deemed relevant:

"...

Facilitates communication and interaction with inmates; assists in the development of rehabilitative programs.

...

Ability to learn the care and treatment of persons held in detention facilities.

...

Performs related work as required."

The minimum qualifications for this job include training or experience at the Associate level or equivalent which does include reference to such items as:

"...psychology, sociology, social work or related fields."

It is clear from the description of the Corrections Counselor job description, however, that this class was more directly targeted on educational and counseling activities, with specific reference to the facilitation of "self-improvement and therapy groups for clients" and the requirement to provide "educational and tutorial material for clients' use, coordinate educational programs, refer clients to appropriate legal resources and material." This classification requires a Bachelor's degree "from an accredited college or university with major course work in psychology, sociology, social work or a related field or equivalent."

Given the above, issues which the Board may wish to keep in mind are:

1. To the degree the change in job duties is significant, this change may, absent a waiver, trigger a demand to bargain impact on the part of MCCOA. It must be added that in general MCCOA has for a variety of reasons favored the expansion of opportunities for more varied assignments and duties, so this may not ripen as a major issue.
2. To the degree that educational requirements for the Corrections Officer classification are altered, or their job becomes more complex in a way demanding academic skills, their claim for "parity" with Road Deputies in future collective bargaining situations may be strengthened. This could have significant fiscal implications.
3. To the degree that such a change of duties were to become universal, there might ripen the question as to whether certain staff members currently on board are competent to perform these duties. The question then would be an administrative issue for the Sheriff as how to handle such situations, i.e. issues of training and even potential demotion or layoff might theoretically arise.
4. I am in receipt of a demand to bargain from Local 88 to the Sheriff regarding certain anticipated budgetary and operational shifts in the matrix/classification process. To the degree that the above process adversely affected Corrections Counselors, or in the alternative, takes away "work" which Local 88 feels is "ours," we may anticipate further labor issues to be faced in the interface between MCCOA and Local 88.

The above are meant as potential pitfalls to be kept in mind as the thinking on this piece evolves, rather than a "parade of horrors." As the thinking becomes clearer, we can address more concrete possibilities with a clearer iteration of implications. If you have any immediate questions or concerns, please call.

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cc: Karyn Dargan
Keri Hardwick
Barry Crook
Darrell Murray
Dan Noelle
Jan Langford
Sue Ayers
Shirlee Robertson
Curtis Smith
Bill Farver

February 4, 1991

CORRECTIONS COUNSELOR
(Nonexempt/Classified)

DEFINITION

To perform social casework and counseling services for adults who are inmates of County correctional facilities or clients in pretrial release programs.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from Corrections Counseling Supervisor or from other supervisory or management staff.

May exercise functional and technical supervision over clerical/support and volunteer staff.

EXAMPLES OF DUTIES - Duties may include, but are not limited to, the following:

Conduct case investigations for classification, work release, educational release, and other court-requested investigations.

Interview client to develop a body of information about the client; contact employers, friends, families, victims, and others to gain information about the client and to verify the client's statements.

Analyze investigative information and prepares reports for the court which include positive and negative factors, objective and subjective interpretations and sentencing recommendations.

Testify at court hearings on matters relating to clients.

Identify individual needs of clients, plan, develop and implement appropriate individual treatment plans, and develop time frames as required for goal achievement by clients, recording all information in client files.

Counsel clients in areas of personal finances, employment, marital situation, education, and other social factors in both individual and group settings:

Facilitate self-improvement and therapy groups for clients.

May arrest and transport offenders if warrant outstanding or when revoking offender's pass; may take into custody a mentally ill person in need of treatment.

Identify client's individual needs by referral for medical and/or psychological evaluations, implements appropriate individual treatment plans and develops time frames for goal achievement by clients.

Assess and determine custody levels necessary for inmates based on emotional stability, past history, charge severity and behavior.

Provide restitution counseling to clients and may assist with collections planning.

Supervise inmates living in the community on release programs.

CORRECTIONS COUNSELOR

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EXAMPLES OF DUTIES (Continued)

Provide employment counseling to teach interview skills, resume writing skills and other techniques to find employment.

Provide educational and tutorial material for clients use, coordinate educational programs, refer clients to appropriate legal resources and material.

Provide ongoing case management of clients and make appropriate community based referrals.

Operate computer terminal to input or retrieve data on clients and determine client status.

Conduct prerelease planning with inmates with regard to housing, employment, food and clothing requirements.

Conduct unannounced field visits to client's place of residence or place of employment.

Counsel or meet with Client's significant others to supervise/influence clients functions.

Perform related duties as assigned.

QUALIFICATIONS

Knowledge of:

Principles, theories, practices and techniques of social counseling.

Criminal Justice System practices and procedures.

Treatment resources available for client's services such as mental health, drug and alcohol counseling, vocational training, employment referral, legal advice and others.

Crisis intervention techniques including methods of restraint and self defense.

Theory and practices of social case work and of psychology and sociology.

Group counseling dynamics and techniques.

Ability to:

Communicate effectively both orally and in writing.

Work effectively with people from all socio/economic backgrounds who may be hostile and/or abusive.

Deal with people in crisis situations.

Safely operate a motor vehicle.

Use a computer terminal for data input and retrieval.

CORRECTIONS COUNSELOR

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QUALIFICATIONS (Continued)

Ability to: (Continued)

Distinguish the influences of psychological, physiological and behavioral dysfunctions of clients.

Manage case load including setting priorities.

Effectively document case activity.

Motivate clients to follow appropriate course.

Facilitate group counseling sessions.

Learn basic first aid techniques.

Use self defense tactics.

Testify in a court of law.

Experience and Training Guidelines:

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Two years of responsible social counseling experience.

AND

Training:

Bachelor's degree from an accredited college or university with major course work in psychology, sociology, social work or a related field or equivalent.

License or Certificate:

Valid driver's license.

7143OP

General Statement of Duties

This is work in the custody, care and humane treatment of adult male or female inmates in a jail or other detention environment.

Employees occupying positions in this class control, monitor and supervise the movement and activities of the inmates. The provision of safety and security, health and welfare, and interaction with inmates are important elements.

Supervision Received

Work is performed under the supervision of a superior officer who assigns duties and checks for proper and effective performance.

Supervision Exercised

Supervision of inmates is integral to work of this class. May, in some cases, supervise students and/or volunteers.

Examples of Principal Duties

Books and processes inmates into jail, including fingerprints and photography to insure proper identification; accepts and records inmates property; accepts bail; interviews and checks inmate's background for pretrial release; releases inmates from custody, returns property and disburses inmates funds.

Controls and monitors inmate movement and activity in either cell-block, tank or open dormitory settings; operates security doors; searches inmates and jail areas for contraband.

Escorts inmates to areas and events within the institution, supervises and monitors meal times and work and recreation activities.

Monitors work release activities, including those pertaining to inmates' jobs and schooling; approves social passes, investigates and reports upon work release violations.

Facilitates communication and interaction with inmates; assists in the development of rehabilitative programs.

Transports and escorts inmates for court appearances, for personal interviews, for medical care, and to other institutions.

Prepares daily count and inmate assignment sheets and work release logs; writes daily, information and special reports.

Performs related work as required.

Knowledge, Skills and Abilities

Some knowledge of the basic concepts of corrections and a sensitive understanding and ability to carry out the objectives of a local modern corrections program.

Skill in the operation of automotive vehicles.

Ability to maintain self control and be tolerant under extremely adverse conditions.

Ability to work with and relate to inmates, while maintaining their respect, cooperation and confidence.

Ability to learn the care and treatment of persons held in detention facilities.

Ability to use sound judgement and follow directions and established procedures.

Ability to maintain control of inmates, preventing danger or injury to inmates, corrections staff and the institution.

Ability to communicate orally and in writing.

Minimum Qualifications

Twenty-one (21) years of age.

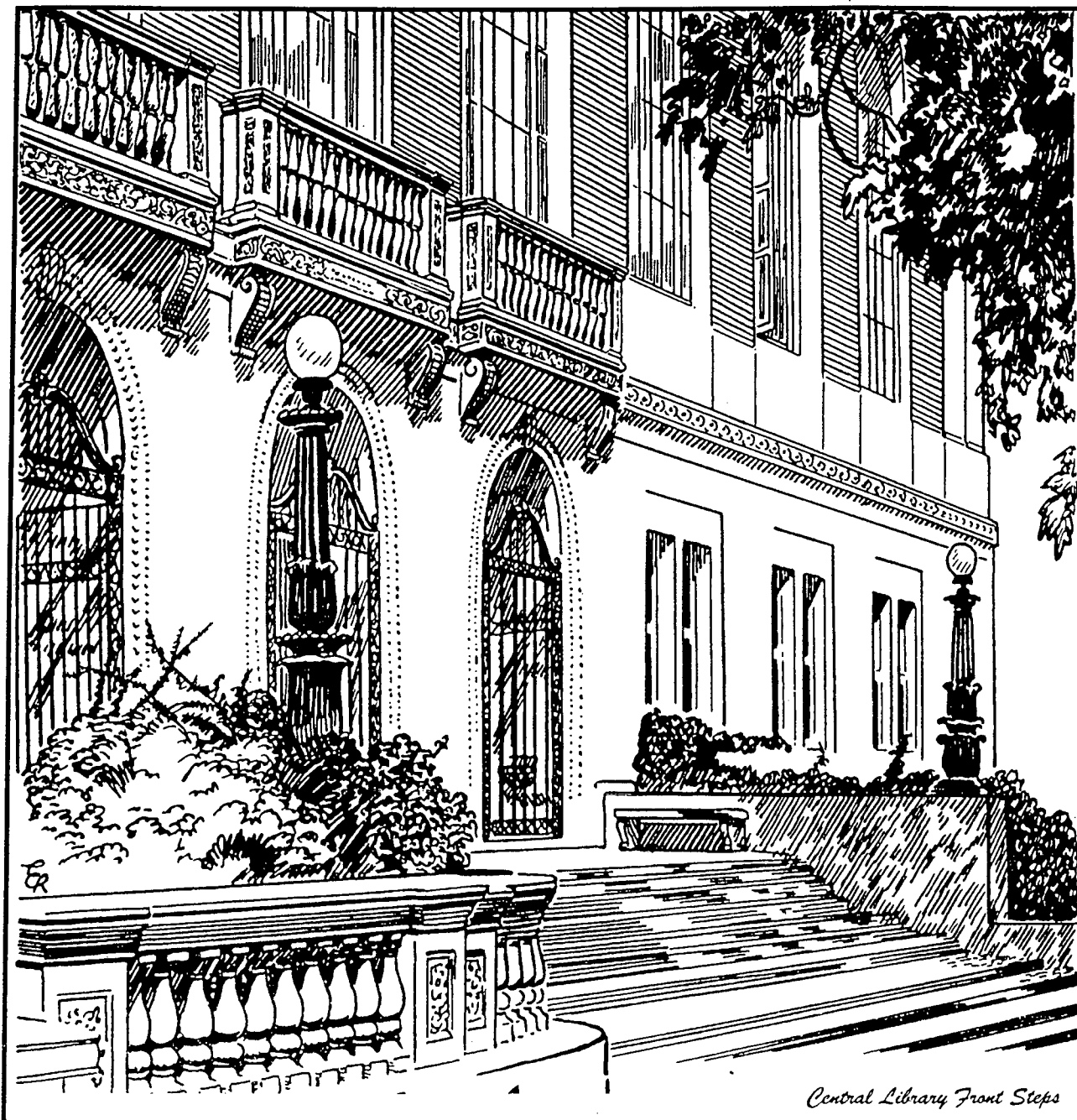
Authorized to drive in the State of Oregon.

Two (2) years of college level training in corrections, law enforcement, psychology, sociology, social work or related fields.

OR

High School equivalency and one (1) year of experience in a correctional program or social service related work.

301CCF37-38



Central Library Front Steps

Multnomah County

Sheriff's Office

June 11, 1996

Packet #18 - Follow-up

**Budget
1996-97**

Sheriff's Office
Follow-up Budget Hearings
May 23, 1996

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BOARD OF
COUNTY COMMISSIONERS
96 JUN 12 AM 10:16
MULTNOMAH COUNTY
OREGON

49. Discuss the relative cost/benefit of adding 5 or 10 additional work crews (amendments DCC 3a and DCC 3b.)

Although this is a Department of Community Corrections question, it is relevant to point out that the new 210 bed jail facility will be a work crew facility adding approximately 10 new work crews into the Sheriff's Office.

Please direct additional inquiries to Commander Rich Haug 251-2514

58. Explore the potential for "growing" local candidates for hiring as Corrections Deputies rather than or in addition to recruitment out of the area.

While MCSO maintains some applicant tracking information, Multnomah County Employee Services keeps records of all applicants, including those screened out or those who do not pass written examinations (Those names do not appear on certification lists sent out to County departments). The Sheriff's Office does not see those applicant affirmative action statistics. That information is kept by Employee Services in the Applicant Flow Tracking System they maintain.

The Corrections Deputy certification list of May, 1995, was the first list that showed race and sex information. Since then, our two recruitment lists have broken down as follows:

	Minority	White Male	White Female	# From Out of Area
May 1995	23	59	23	26
February 1996	30	103	21	35

A factor to consider in local hiring is that everyone is targeting the same small pool of minorities. We must also compete with other law enforcement and corrections agencies. Among those recruiting locally are the Oregon State Police, Oregon Department of Corrections, Washington County, Clackamas County, Clark County, King County, Portland Police Bureau, the FBI, and all branches of the military. In addition, at a job fair we attended at Southwestern Oregon Community College in Coos Bay, we discovered that the Pelican Bay Facility in California actively recruits and hires from many schools in Oregon - particularly Coos Bay.

Between now and March, 1998, we estimate making 200 to 300 hire offers to Corrections Deputy applicants. We may process 1,200 people or more. Based upon our experiences recruiting at job fairs, we are concerned about being able to hire the numbers we will need with the local pool.

Current and future recruiting efforts include job fairs and postings on the Internet. One staff member in the Personnel Unit is bilingual and has been active in outreach with the Hispanic community. In addition, we have attended several functions hosted by the African-American community, and we are exploring increased contact with other groups.

Please direct additional inquiries to Jan Langford - 251-2478

59. Review the pros and cons of the decision to forego accreditation of facilities, including the thoughts of County Counsel in the response and addressing the question of the possible impact on federal or state funding.

In September of 1996, Sheriff Noelle and his Command Team evaluated the current accreditation process and its benefits to the citizens of Multnomah County. This evaluation included an in-depth cost benefit analysis of accreditation and an examination of the role of accreditation in the Multnomah County Sheriff's Office from 1987 to 1995.

The end result of this study is a decision to transition the agency from being accredited by an external board to an internal auditing model based upon the mandatory ACA standards. The development and implementation of the internal auditing system is in process now. The first "practice" audit of facilities will occur in June, with the first official internal audit taking place in July. We are confident that by strengthening the weaknesses of the ACA system, we can provide safe, efficient and humane jails while maintaining local control. For a full explanation of the cost/benefit analysis and plan for internal auditing, please see the attached "Position Paper - Accreditation".

Although County Counsel sees good reason to maintain accreditation, in the final analysis accreditation is not a legal requirement. Although being accredited does aid in lawsuit defense, it is the Sheriff's Office belief that a strong internal auditing defense of future inmate lawsuits.

Over several years, accreditation gained popularity among West Coast local jail systems. This trend has now completely reversed itself, to the point where there are currently no West Coast facilities seeking new or renewal accreditation. This change in direction away from ACA accreditation is happening for a number of reasons, but the end result is the same. Since accreditation is not the benchmark to define sound corrections systems that it once was, the Sheriff's Office does not foresee that our withdrawal from accreditation will impact our ability to pursue federal or state funding.

Please direct additional inquiries to Bill Wood, Planning and Research Unit - 251-2548

POSITION PAPER - ACCREDITATION

The Multnomah County Sheriff's Office operates five corrections facilities, four of which are secure custody and one which is a work release restitution center. From 1987 to the present, the management of the Sheriff's Office has devoted a great deal of resources to the accreditation of these corrections facilities. When I was elected Sheriff in May of 1995, I saw clear evidence that these five corrections facilities were well run, safe and humane institutions. One of the tasks my command team has undertaken is the evaluation of the current accreditation process and the direct benefits to the citizens of Multnomah County. Accreditation is a voluntary process by which a jail is kept in compliance with a set of standards imposed by the American Correctional Association (ACA).

It is clear that MCSO has, in the past, benefited greatly from the accreditation process. My command team recently completed a cost/benefit analysis showing that the first years of ACA accreditation yielded the most benefit to the agency and the citizens. One of the major benefits is the creation of a rational, systematic set of policies and procedures. Once the major policy and operational improvements have taken place, the accreditation process consists mainly of assembling volumes of documentation to prove compliance with standards. A visiting team of auditors reviews this material every three years. The continual updates of these files and the coordination of audits is a time consuming, staff intensive process. Rather than continuing with this, we are going to chart a new course.

I have instructed my staff to build a system that will greatly improve the auditing role, involve the community to a much greater extent and maintain the operational integrity of our system. We will continually audit our internal operations to ensure the continued safe and humane operation of our facilities. We are building a citizen jail oversight board that will function as an independent advisory board to assist the Sheriff and his command team in making policy decisions. This oversight board will work closely with the Inspections Division team to assure objective, community - responsive auditing and to maintain open communication channels with the public.

The resources formerly dedicated to the central accreditation team will be shifted to the enhanced auditing role. The responsibility for proving compliance to standards and MCSO policies will rest with the Facility Commanders and the staff within their facility, rather than with a central administrative support team. This shift of responsibility, away from central teams to work site managers, is a direct result of my management philosophy and the Multnomah County RESULTS program.

The decision to change the way we ensure compliance with professional standards was made fundamentally for the reasons outlined above. There are a variety of other reasons why the command team has chosen not to pursue formal accreditation:

- 1) Scarce resources. We are currently planning for the expansion of our jail system from 1400 beds today to well over 2500 in the future. This is due to the impact of Senate Bill 1145 and our efforts to end population releases. The planning and research needs of these changes has left us with a shortage of resources to dedicate to other issues.
- 2) Current budgetary realities dictate that we cannot afford to staff both an internal auditing role and an external ACA audit preparation team. Money budgeted for an accreditation team will be better spent for an internal team to do monthly performance audits with regular reports to management.
- 3) Community safety needs dictate examining both the current population levels and the level of program services we supply to those persons incarcerated. The harsh reality is that we may not be able to "afford" the type of correctional facility we now operate, though we will always operate safe facilities.
- 4) We have drawn upon the community and formed a Jail Oversight Committee. We need to make certain we respond better locally to the operation of our jail system. It is my belief that these decisions rest with the community which we serve, rather than with a national board of representatives.
- 5) By having this "citizen oversight board" examining our treatment of prisoners rather than a national board, we will better meet the needs and demands of the electorate. I believe we can operate safe, humane, efficient facilities more effectively through strong internal management and this oversight board rather than relying on external accreditation.

We have set out to improve the corrections system. I am confident that the members of the Inspections Division can plan and execute a community responsive, professionally sound auditing and reporting system. I will also expect the auditing team and the citizen board to suggest improvements in the system they feel appropriate. The next three years will be a challenging, yet exciting time for the Sheriff's Office. I look forward to the implementation of this program with great enthusiasm. Please feel free to contact me if you have concerns or questions.



MULTNOMAH COUNTY OREGON

File Accreditation
cc Tim Moore

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

MEMORANDUM

TO: Sheriff Dan Noelle *[Signature]*
FROM: Laurence Kressel (106/1530) *[Initials]*
County Counsel
DATE: August 7, 1995
SUBJECT: ACA Accreditation

COUNTY COUNSEL
LAURENCE KRESSEL
CHIEF ASSISTANT
JOHN L. DU BAY
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GERALD H. ITKIN
STEVEN J. NEMIROW
HELLE RODE
MATTHEW O. RYAN
JACQUELINE A. WEBER

Last week you asked for our input on the pros and cons of reapplying for jail accreditation. I discussed this with several of my staff. It will not surprise you that we feel there are good reasons to go for it. Those reasons are well-stated in the attached memorandum by Jacquie Webber.

An approach that meets some, but not all the accreditation standards is less desirable from our vantage point. As the saying goes, being accredited is a little like being pregnant: there is no such thing as "partial" status. (I am assuming that ACA does not grant different levels of accreditation, even though some of their standards are deemed "major.")

But in the final analysis, accreditation is not a legal requirement. We recognize that other considerations, such as cost, limited manpower and time, public perceptions, etc., must get weight.

I'd be happy to discuss this further at your convenience.

M E M O R A N D U M

TO: Sgt. Tim Moore

FROM: Jacqueline A. Weber (106/1530)
Assistant County Counsel

DATE: July 10, 1995

SUBJECT: Accreditation of Multnomah County
Detention Facilities

You have asked whether or not County Counsel's Office believes that it is beneficial for the Multnomah County Detention Facilities to obtain accreditation through the American Correctional Association (ACA).

The status of our detention facilities as accredited correctional institutions is of benefit to both the advisory attorneys and the litigators in this office.

ACA accreditation sets standards for virtually all aspects of the facilities' operation. Corrections Division personnel can reasonably determine the propriety of a particular practice, policy or procedure, of an officer's behavior or an inmate's grievance or request by referring to the ACA's established standards. Reference to these standards allows Corrections Division personnel to maintain a high level of facility management and the opportunity to

immediately remedy deficiencies.

Since the Corrections Division can use the ACA standards and the facilities' accreditation under those standards as an initial reference point ¹, it is not necessary for Corrections Division personnel to call this office to answer every classification, facilities maintenance, or linen distribution question. The services of County Counsel's Office can be reserved for more complex and broader constitutional and other legal issues. Moreover, the accreditation process involves occasional internal auditing prior to formal auditing by the ACA. This internal auditing procedure acts as a management tool for focussing problems and potential problems with management personnel. This internal auditing also prevents certain areas of jail administration which have the potential for affecting the care of the inmates from falling below standards and remaining there undetected.

Litigators in this office assure me that ACA accreditation is necessary for the defense of lawsuits. Accreditation provides documentation that our detention facilities meet ACA standards and demonstrates a good faith effort to improve conditions of confinement. In 1994, an inmate sued MCDC. His cases included approximately 90 claims. This Office relied heavily on the fact that MCDC is an accredited facility especially on those claims involving facilities maintenance. The Court found in favor of the County relying in part on the accreditation status of the County's detention facilities. If these facilities were not accredited, the

¹ Correction Division personnel rely not only on the standards but on the fact that Multnomah County detention facilities meet those standards because they are accredited facilities.

burden upon the County to show that there is no constitutional violation of inmates' rights would become more burdensome, complex and difficult. The County would have to perform testing and hire outside experts to show that its jail facilities meet the established standards of care of the industry which we presently show through ACA accreditation.

Presently, this Office is handling an inmate's right case challenging our release procedures. ACA accreditation in this area automatically gives our defense a threshold of credibility.

Finally, accreditation reduces the possibility that litigation will result in a judge or magistrate supervising the administration of our facilities, a procedure which is both time consuming and expensive.

60. Discuss the possible overtime cost implications of the remodeling projects that will be done with the bond funding at the Justice Center.

The bond funding for jail remodeling and construction is considered to be 4 parallel projects. These projects will be coordinated to minimize overtime and inmate population disruption.

In the case of the booking facility remodel, current plans are to identify space, as soon as possible, in one of the other jail facilities (probably MCIJ or the Court House Jail) to temporarily move booking. This will allow us to close the current booking facility and perform the remodeling without the risk to Corrections Deputies or inmate population. Closing the facility will also afford the quickest method of completing the remodel.

In regard to overtime cost implications, it is our intention to complete the remodel process during the hiring and training phase of the Inverness Expansion and the 210 Bed Facility. By timing it in this manner, we should have sufficient staff to address any needs that may arise due to inmate movement or extra security.

Please direct additional inquiries to Dan Oldham - 251-2519

61. Review the proposal to substitute educational programs for television in modules of the jail facilities.

The expansion of MCRC and MCIJ affords us a great opportunity to restructure and integrate educational services to inmates in the Sheriff's Office facilities. The Corrections Support Division staff is working with Kathy Page, Director of Corrections Health, to provide educational programs to the inmates throughout the facilities. We have discussed providing several different topics for inmates to view during a specific time viewing period. After watching the videos, appropriate staff personnel will be available to lead discussion groups and answer specific questions. Viewing of educational films will be a prerequisite for inmate eligibility to participate in the electronic monitoring program

Regular viewing of television for inmates will not be discontinued. However, the schedule of educational programs in the morning and evening hours will decrease the amount of time the inmates will have to watch general television programming.

Please direct additional inquiries to Commander Vera Pool - 251-2542

62. Discuss the status of wiring for cable TV in the various jail facilities and ways to pay for making it possible to show selected programming in each of them.

The MCSO has already cabled MCDC, MCIJ, MCCF and CHJ for the in house showing of video tapes. MCDC has access to Cable TV. Due to problems with programming on Cable TV, inmates are only allowed to view local channels. MCIJ, MCCF and CHJ routinely supplement regular television programming by showing video movies that are rated G, PG, and PG-13. These video movies are rented from local video rental stores with the cost paid by the Inmate Welfare program. The choice of movies is regulated by contract with Films Incorporated. Since the jail facilities are not legal defined for "home entertainment", a license had to be obtained from Films Incorporated for the theatrical showing of their films at each of our facilities. This avoids any copyright infringements.

Please direct additional inquiries to Commander Rich Haug - 251-2514