

ANNOTATED MINUTES

*Thursday, September 28, 1995 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

REGULAR MEETING

Chair Stein convened the meeting at 9:30 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Tanya Collier and Dan Saltzman present.

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY,
SECONDED BY COMMISSIONER HANSEN, THE
CONSENT CALENDAR (ITEMS C-1 THROUGH C-6)
WAS UNANIMOUSLY APPROVED.**

NON-DEPARTMENTAL

- C-1 *Appointments of Jonelle Stroup, Kirk Hamann, Odalis Perez, Louis Simpson, Ted Sullivan and Tom Glenn, and the Re-Appointments of Joe Anderson and Arthur Payne to the PORTLAND/MULTNOMAH COMMISSION ON AGING (PMCoA)*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-2 *ORDER Authorizing Execution of Deed D961213 Upon Complete Performance of a Contract to Darrell B. McBrayer*

ORDER 95-210.

- C-3 *ORDER Authorizing Execution of Deed D961234 Upon Complete Performance of a Contract to Joseph Coppedge*

ORDER 95-211.

- C-4 *ORDER Authorizing Execution of Deed D961235 Upon Complete Performance of a Contract to Rosemary Lown*

ORDER 95-212.

- C-5 *ORDER Authorizing Execution of Deed D961236 Upon Complete Performance of a Contract to Betty Jones*

ORDER 95-213.

- C-6 CU 6-95/HV 15-95/WRG 4-95 *Hearings Officer Decision Approving, with Conditions, Conditional Use Permit, Variance and Willamette River Greenway Permit to Develop a New Mini-Storage Facility in the Rural Center Zoning District on Property Located at 17000 NW ST. HELENS ROAD*

REGULAR AGENDA

PUBLIC COMMENT

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

MICHAEL HALL, REPRESENTING BLACK CONTRACTORS ALLIANCE, COMMENTS CONCERNING COUNTY BID STANDARDS AND AWARDING CONTRACTS TO MINORITY OWNED BUSINESSES. CHAIR STEIN AND COMMISSIONER COLLIER COMMENTS IN RESPONSE AND ASSURANCE THAT "GOOD FAITH EFFORTS" CLAUSE WILL BE REINSTATED IN PCRB RULES AS SOON AS POSSIBLE.

DISTRICT ATTORNEY'S OFFICE

- R-2 *Approval of Child Abuse Multi-Disciplinary Intervention (CAMI) Plan Requesting 1996 CAMI Funds to Support Multnomah County's Multi-Disciplinary Child Abuse Intervention Team*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-2. MICHAEL SCHRUNK EXPLANATION, RESPONSE TO BOARD COMMENTS, AND INTRODUCTION AND COMMENDATION OF HELEN SMITH. PLAN UNANIMOUSLY APPROVED.

SHERIFF'S OFFICE

- R-3 *Intergovernmental Agreement 800546 with Fairview, Gresham, Maywood Park, Multnomah County, Multnomah County Rural Fire Protection District 14, Portland, Sauvie Island Fire District 30,*

Troutdale and Wood Village, for 9-1-1 Emergency Call Receiving and Dispatch Operation

COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-3. LARRY AAB EXPLANATION AND INTRODUCTION OF LT. PIETER VAN DYKE. AGREEMENT UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

R-4 *PROCLAMATION Endorsing Multnomah County's Support of the "There's No Excuse -- Oregon" Domestic Violence Awareness Campaign*

COMMISSIONER KELLEY MOVED AND COMMISSOINER HANSEN SECONDED, APPROVAL OF R-4. COMMISSIONER KELLEY EXPLANATION. PROCLAMATION 95-214 UNANIMOUSLY APPROVED.

R-5 *First Reading of an ORDINANCE Amending MCC 2.30.640(C), Relating to Membership and Operation of the Citizen Involvement Committee, Repealing Existing Provisions and Creating New Provisions*

ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF THE FIRST READING. JOHN LEGRY EXPLANATION. FIRST READING UNANIMOUSLY APPROVED. SECOND READING THURSDAY, OCTOBER 12, 1995.

R-6 *RESOLUTION Establishing a County/Non-Profit Financial and Programmatic Partnership for the Development of a Regional Children's Campus, Including a Contract for Lease/Purchase of Land and Buildings to the Edgefield Land Trust*

AT THE REQUEST OF CHAIR STEIN AND UPON MOTION OF COMMISSIONER SALTZMAN, SECONDED BY COMMISSIONER COLLIER, R-6 WAS UNANIMOUSLY CONTINUED TO THURSDAY, OCTOBER 5, 1995, FOLLOWING TUESDAY, OCTOBER 3, 1995 BRIEFING.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-7 *PUBLIC HEARING and Consideration of an ORDER Approving Request for Transfer of Tax Foreclosed Property to the City of Fairview Planning Department, for Public Purposes*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-7. KATHY TUNEBOG EXPLANATION OF ITEMS R-7 THROUGH R-10, AND SUBMITTAL OF LETTER FROM CITY OF FAIRVIEW IN SUPPORT OF TRANSFER. MS. TUNEBOG RESPONSE TO COMMISSIONER SALTZMAN REQUEST THAT FUTURE PROPERTIES BE FLAGGED AS TO SIGNIFICANT ENVIRONMENTAL IMPORTANCE PER BOARD ADOPTED CRITERIA. NO ONE WISHED TO TESTIFY. ORDER 95-215 UNANIMOUSLY APPROVED.

- R-8 *PUBLIC HEARING and Consideration of an ORDER Approving Request for Transfer of Tax Foreclosed Properties to the City of Gresham Parks and Recreation, for Public Purposes*

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-8. LES WILKINS OF GRESHAM PARKS TESTIFIED IN SUPPORT OF TRANSFER. ORDER 95-216 UNANIMOUSLY APPROVED.

- R-9 *PUBLIC HEARING and Consideration of an ORDER Approving Request for Transfer of Tax Foreclosed Properties to the City of Portland Bureau of Parks and Recreation, for Public Purposes*

COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-9. JIM SJULIN OF PORTLAND PARKS TESTIFIED IN SUPPORT OF TRANSFER. ORDER 95-217 UNANIMOUSLY APPROVED.

- R-10 *PUBLIC HEARING and Consideration of an ORDER Approving Request for Transfer of Tax Foreclosed Properties to the City of Troutdale Parks and Facilities Division, for Public Purposes*

**COMMISSIONER KELLEY MOVED AND
COMMISSIONER COLLIER SECONDED, APPROVAL
OF R-10. VALERIE LANCE OF TROUTDALE PARKS
TESTIFIED IN SUPPORT OF TRANSFER. ORDER
95-218 UNANIMOUSLY APPROVED.**


R-11 *Budget Modification DES 3 Authorizing Consolidation of Land Use
Planning Program with Planning and Program Development Section of
the Transportation Division and Reclassifying an Administrative Services
Officer to Planning and Program Development Manager*

**COMMISSIONER COLLIER MOVED AND
COMMISSIONER KELLEY SECONDED, APPROVAL
OF R-11. BETSY WILLIAMS EXPLANATION.
BUDGET MODIFICATION UNANIMOUSLY
APPROVED.**

**COMMISSIONER HANSEN ANNOUNCED THAT
PORTSMOUTH NEIGHBORHOOD ASSOCIATION
MEMBER AND ADULT FOSTER CARE ADVOCATE
MICHAEL VERNON DIED THIS WEEK.**

There being no further business, the meeting was adjourned at 9:55 a.m.

**OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON**


Deborah L. Bogstad

*Friday, September 29, 1995 - 9:00 AM - 4:00 PM
Justice Center Conference Rooms B & C
1111 SW Second, Portland*

BOARD, ELECTED OFFICIALS AND MANAGERS RETREAT
AGENDA

9:00 AM TO 10:00 AM

- I. *Discussion of Vision for Multnomah County* *1 hour*
 (Commissioners and Elected Officials 3-5 minutes each)

10:00 AM TO 12:30 PM AND 1:30 PM TO 2:30 PM

II. Preliminary Decision Regarding Facilities Bond Measures and Tax Levies/Tax Base (Library and Public Safety)

A. Background Presentations

1. Key Issues (Farver) 15 minutes
 2. Options and Financial Implications (Warren) 45 minutes
 3. Overall Public Safety Proposal Including Work of Public Safety Task Force (Farver, Noelle, Holden, Clawson, Simon, Goodrich) 90 minutes
- Letters of Intent
Renewal of Library Levy

12:30 PM TO 1:30 PM LUNCH - ON YOUR OWN

4. Capital Improvements - Plan for GO Bond (Farver, Williams) 30 minutes
Courts Task Force
5. Crucial Decisions, Timeline (Warren) 15 minutes
6. Review Key Issues (Farver) 15 minutes

2:30 PM TO 3:30 PM

- III. Liaison Roles, Special Projects, Benchmark Forums 1 hour
- A. Report of Discussions with Commissioners (Farver, Rojo de Steffey)
 - B. Commissioners - Current Projects and Thoughts on Liaison Roles
 - C. Benchmark Forums (Steele)
 - D. Discussion on Roles

3:30 PM TO 4:00 PM

- IV. Next Steps/Evaluation (Stein) 30 minutes

HALF DAY FOLLOW UP RETREAT SCHEDULED FOR FRIDAY, OCTOBER 27, 1995. COMMUNICATIONS, ACCOUNTABILITY, LIAISON AND BENCHMARKS BRIEFINGS TO BE SCHEDULED FOR OCTOBER AND NOVEMBER, 1995.



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 • (530) 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

SEPTEMBER 25, 1995 - SEPTEMBER 29, 1995

Thursday, September 28, 1995 - 9:30 AM - Regular Meeting..... Page 2

Friday, September 29, 1995 - 9:00 AM - 4:00 PM - Retreat Page 4*

Board, Elected Officials and Managers

Justice Center Conference Rooms B & C

1111 SW Second, Portland

*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

INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.

AN EQUAL OPPORTUNITY EMPLOYER

Thursday, September 28, 1995 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

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- C-6 *CU 6-95/HV 15-95/WRG 4-95 Hearings Officer Decision Approving, with Conditions, Conditional Use Permit, Variance and Willamette River Greenway Permit to Develop a New Mini-Storage Facility in the Rural Center Zoning District on Property Located at 17000 NW ST. HELENS ROAD*

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DISTRICT ATTORNEY'S OFFICE

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SHERIFF'S OFFICE

- R-3 *Intergovernmental Agreement 800546 with Fairview, Gresham, Maywood Park, Multnomah County, Multnomah County Rural Fire Protection District 14, Portland, Sauvie Island Fire District 30, Troutdale and Wood Village, for 9-1-1 Emergency Call Receiving and Dispatch Operation*

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- R-5 *First Reading of an ORDINANCE Amending MCC 2.30.640(C), Relating to Membership and Operation of the Citizen Involvement Committee, Repealing Existing Provisions and Creating New Provisions*
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- R-8 *PUBLIC HEARING and Consideration of an ORDER Approving Request for Transfer of Tax Foreclosed Properties to the City of Gresham Parks and Recreation, for Public Purposes*
- R-9 *PUBLIC HEARING and Consideration of an ORDER Approving Request for Transfer of Tax Foreclosed Properties to the City of Portland Bureau of Parks and Recreation, for Public Purposes*
- R-10 *PUBLIC HEARING and Consideration of an ORDER Approving Request for Transfer of Tax Foreclosed Properties to the City of Troutdale Parks and Facilities Division, for Public Purposes*

- R-11 *Budget Modification DES 3 Authorizing Consolidation of Land Use Planning Program with Planning and Program Development Section of the Transportation Division and Reclassifying an Administrative Services Officer to Planning and Program Development Manager*
-

*Friday, September 29, 1995 - 9:00 AM - 4:00 PM
Justice Center Conference Rooms B & C
1111 SW Second, Portland*

BOARD, ELECTED OFFICIALS AND MANAGERS RETREAT
AGENDA

9:00 AM TO 10:00 AM

- I. *Discussion of Vision for Multnomah County* *1 hour*
 (Commissioners and Elected Officials 3-5 minutes each)

10:00 AM TO 12:30 PM AND 1:30 PM TO 2:30 PM

- II. *Preliminary Decision Regarding Facilities Bond Measures and Tax Levies/Tax Base (Library and Public Safety)*
- A. *Background Presentations*
1. *Key Issues (Farver)* *15 minutes*
2. *Options and Financial Implications (Warren)* *45 minutes*
3. *Overall Public Safety Proposal Including Work of Public Safety Task Force (Farver, Noelle, Holden, Clawson, Simon, Goodrich)* *90 minutes*
- Letters of Intent*
- Renewal of Library Levy*

12:30 PM TO 1:30 PM LUNCH - ON YOUR OWN

4. *Capital Improvements - Plan for GO Bond* *30 minutes*
 (Farver, Williams)
- Courts Task Force*
5. *Crucial Decisions, Timeline (Warren)* *15 minutes*
6. *Review Key Issues (Farver)* *15 minutes*

2:30 PM TO 3:30 PM

- III. *Liaison Roles, Special Projects, Benchmark Forums* *1 hour*
- A. *Report of Discussions with Commissioners (Farver, Rojo de Steffey)*
- B. *Commissioners - Current Projects and Thoughts on Liaison Roles*
- C. *Benchmark Forums (Steele)*
- D. *Discussion on Roles*

3:30 PM TO 4:00 PM

- IV. *Next Steps/Evaluation (Stein)* *30 minutes*

MEETING DATE: September 29, 1995

AGENDA NO: Retreat

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: BOARD, ELECTED OFFICIALS AND MANAGERS RETREAT

BOARD BRIEFING Date Requested: _____

Amount of Time Needed: _____

REGULAR MEETING: Date Requested: FRIDAY, SEPTEMBER 29, 1995

Amount of Time Needed: 9:00 AM TO 4:00 PM

DEPARTMENT: NON-DEPARTMENTAL DIVISION: CHAIR BEVERLY STEIN

CONTACT: MARIA ROJO de STEFFEY TELEPHONE #: 248-3955

BLDG/ROOM #: 106/1515

PERSON(S) MAKING PRESENTATION: CHAIR STEIN WILL FACILITATE

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☒ POLICY DIRECTION ☐ APPROVAL ☒ OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

SEE ATTACHED AGENDA AND PACKET MATERIALS

RETREAT TO BE HELD AT THE JUSTICE CENTER,
CONFERENCE ROOMS B & C, 1111 SW SECOND, PORTLAND

RECEIVED
CLERK OF
COUNTY COMMISSION
1995 SEP 20 PM 5:29
MULTNOMAH COUNTY
OREGON

SIGNATURES REQUIRED:

ELECTED OFFICIAL: *Beverly Stein*

OR

DEPARTMENT MANAGER: _____

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

0516C/63



Beverly Stein, Multnomah County Chair

Room 1515, Portland Building
1120 S.W. Fifth Avenue
Portland, Oregon 97204

Phone: (503) 248-3308
FAX: (503) 248-3093
E-Mail: MultChair@aol.com

AGENDA

BOARD, ELECTED OFFICIALS, UNION OFFICIALS, AND DEPARTMENT MANAGERS RETREAT

SEPTEMBER 29, 1995

9:00AM - 4:00PM

JUSTICE CENTER, 14TH FLOOR, ROOM B/C

FACILITATOR: Beverly Stein

- I. Discussion of Vision for Multnomah County (9:00AM to 10:00AM)
BCC and Elected Officials (3-5 minutes each)
- II. Preliminary decision regarding facilities bond measures and tax levies/tax base
(library and public safety) (10:00AM - 12:30PM and 1:30PM - 2:30PM)
 - A. Background Presentations
 - 1. Key Issues (Farver) 15 Minutes
 - 2. Options and Financial Implications (Warren) 45 Minutes
 - 3. Overall Public Safety Proposal including 90 Minutes
Work of Public Safety Task Force (Farver, Noelle, Holden,
Clawson, Simon, Goodrich)
 - Letters of Intent
 - Renewal of Library Levy
 - LUNCH - ON YOUR OWN**
 - 4. Capital Improvements - Plan for GO Bond (Farver, Williams) 30 Minutes
Courts Task Force
 - 5. Crucial Decisions, Timeline (Warren) 15 Minutes



Retreat Agenda
Page 2

6. Review Key Issues (Farver) 15 Minutes

III. Liaison Roles, Special Projects, Benchmark Forums (2:30PM - 3:30pm)

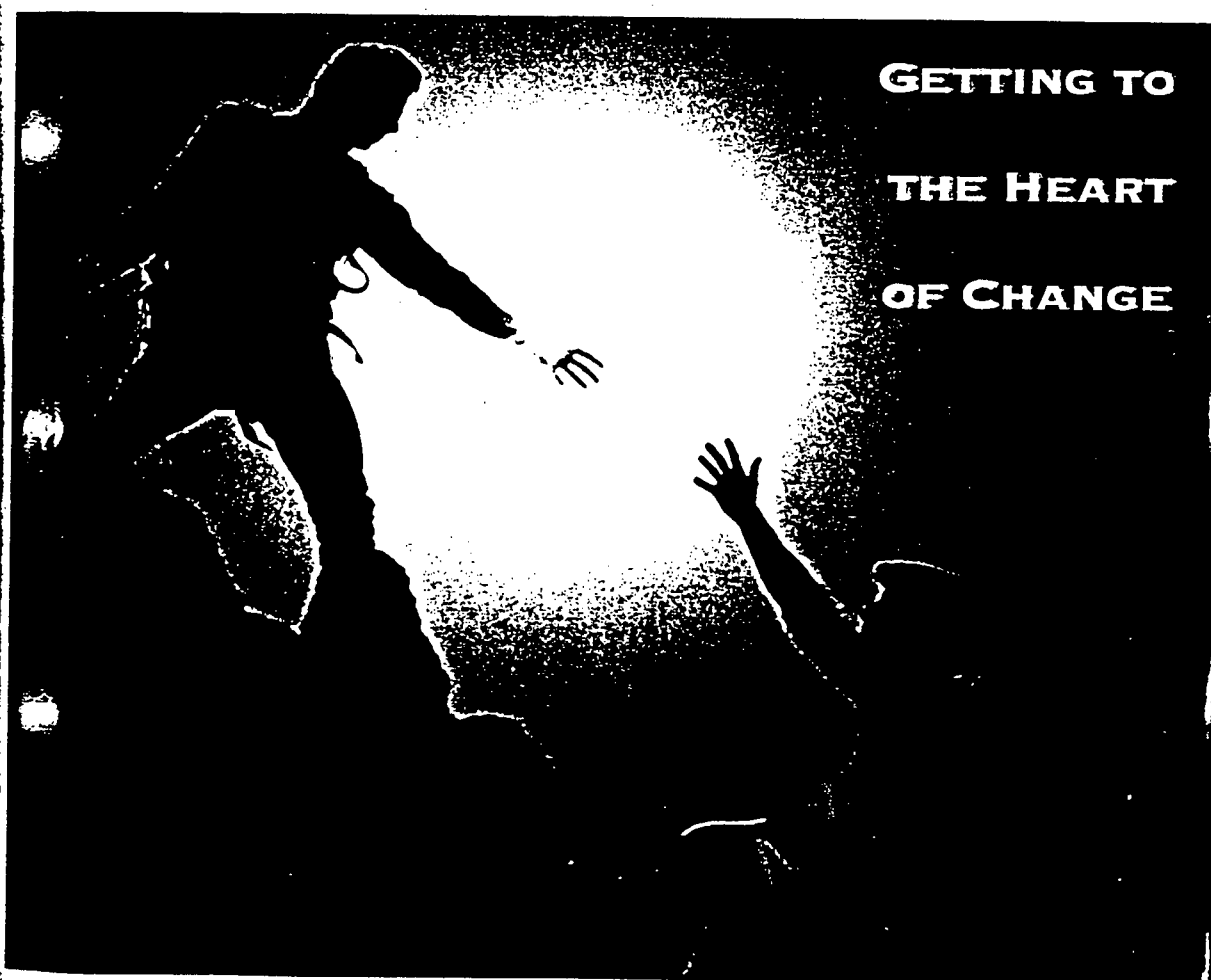
- A. Report of Discussions with Commissioners (Farver, Rojo)
- B. Commissioners - Current Projects & thoughts on Liaison Roles
- C. Benchmark Forums (Steele)
- D. Discussion on Roles

IV. Next Steps/Evaluation (Stein) (3:30PM - 4:00PM)

"Enlightened Leadership is a useful and practical tool for shifting a reactive mindset to a proactive mindset—a vital key in becoming a principle-centered leader."

—STEPHEN R. COVEY, author of *The 7 Habits of Highly Effective People* and *Principle-Centered Leadership*

ENLIGHTENED LEADERSHIP



GETTING TO
THE HEART
OF CHANGE

ED OAKLEY AND DOUG KRUG

Foreword by Larry Wilson, author of *Changing the Game: The New Way to Sell*

9

ALIGNMENT THROUGH SHARED PURPOSE AND VISION

Dreams, not desperation, move organizations to the highest levels of performance.

Our dream ought to be institutions that work for, not against, our needs. This is the hope, the power, the dream, and the challenge in renewal.

ROBERT H. WATERMAN, JR.
Renewal Factor

WHAT ARE WE BUSY ABOUT?

When it comes to improving quality, customer service, productivity, sales, and all the other hard issues, we must recognize that people only apply themselves to the degree that they see the value of what they are doing. This sense of value grows out of their perception of the worthiness of their organization's purpose or mission and of how what they do contributes to that mission. To the extent they are clear about the importance of the team's mission and their role in it, their feelings of self-worth (self-image, self-esteem, etc.) are enhanced, and they put more discretionary energy into the job. If they are not clear about the importance of the mission or the significance of their role, their self-esteem is not served, and they will withhold discretionary energy.

To illustrate this point, let's take a look at an East Coast company that won the bid for a relatively small project. Despite its small size, this venture was critically important to the firm's future: it would open doors and offer an opportunity for the company to become a pacesetter in a revolutionary new field. However, management experienced great difficulty getting people motivated to work on and complete this particular job. The company's employees were saying among themselves, "Why in the world did we take on this dingbat project? It doesn't make sense!" As a result, conflicts and subtle subversions were occurring on a daily basis. Productivity on the project was minimal, at best, and dissension was spreading into other areas.

During our initial team discussions, management began to realize that the team members did not fully understand and appreciate the reasons why the project was so vital. The team did not see its purpose or its worthiness and, therefore, had not bought in to the project. To generate discussion and greater understanding for both parties, management started asking the team members EQs. This opened the lines of communication, thus enabling the team members to grasp the project's significance. As they finally

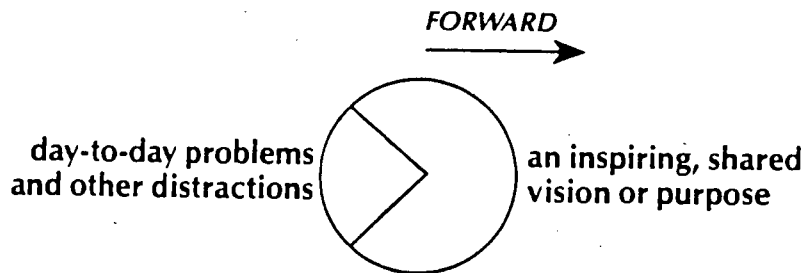
got a sense of the purpose and saw the project's long-term benefits both for the company and themselves, they willingly bought into the project and committed themselves to its successful completion.

Gaining people's alignment with a shared and worthy company mission represents one of the most critical aspects of a renewing, high-performance organization. The sharing of a mission or vision by all members of an organization directly supports the mindset shift to Creative Thinking and provides the forward focus of the powerful NeFER below. Alignment with a shared mission or purpose has a powerful effect on accessing and managing the tremendous energy and creativity already existing in our organizations.

Henry David Thoreau, the nineteenth-century naturalist and author wrote: "It's not enough to be busy; so are the ants. The question is: What are we busy about?" It is a fair question. We have discussed the factors involved in creating change-friendly and renewing organizations, but even if an organization is change-friendly and renewing, we must still decide in which direction to move—or, as Thoreau would say, "what" to be "busy about."

HIGH-PERFORMANCE CHARACTERISTICS

Renewing, high-performance organizations tend to have a number of common characteristics. One such characteristic consistently found to be critical in studies of high



performance is a clear, empowering mission, purpose, or objective. Performance psychologist Charles Garfield says, "Peak performance begins with a commitment to a mission." He defines mission as "an image of a desired state of affairs that inspires action."

In their major study of high performance teams, entitled *Teamwork: What Must Go Right/What Can Go Wrong*, Drs. Carl E. Larson and Frank M. LaFasto found "consistently, and very emphatically . . . high performance teams have both a clear understanding of the goal to be achieved and a belief that the goal embodies a worthwhile or important result." They describe this characteristic as a "clear, elevating goal" and use goal, purpose, and mission somewhat interchangeably. Rather than getting tied down by terminology, for our purposes we will also use the terms interchangeably. The essential point is that we're referring to what we want to move toward and the reasons why.

Enlightened Leaders are clear about the importance of purpose, vision, and alignment to the renewing organization. They are clear about the criticality of having:

- a deep, clearly understood sense of purpose or mission.
- a mission that incorporates a vision of what the organization stands for or strives to create what is inspiring and elevating to the team or organization members.
- a mission that is shared by the team members—causing alignment with and buy-in to a common objective.

Let's look briefly at each of these three factors, beginning with the foundational one.

PURPOSE

Whether we are part of a Fortune 500 company, a professional baseball team, or an entrepreneurial venture, an internally bred purpose (the reason for which something exists or is done, or an intended result) clarifies direction and fuels the fire of achievement. Purpose gives us a reason to accomplish and a desire to do so.

Looking back at the "Framework for Continuous Renewal" and "Structured Effective Questions," Step 3 is the clarification of the objective. At the ultimate organizational level, our purpose or mission is that objective toward which we want to go. To the extent a mission is elevating or inspiring and shared by the individuals of the organization, it will create a gap that people are naturally encouraged to fill.

How would your team define its purpose?

On a scale of 1 to 10, how clear and elevating is your team's purpose?

VISION

Having an inspiring goal, mission, or objective as a point of focus keeps us on track. Often, however, organizational goals seem unexciting to our people. Thus, they wander off track, get distracted, or follow whatever may interest them at any given point.

Enlightened Leaders know how to get their people excited about their mission. By expanding the purpose into a vision, they effectively draw out the inspiring and energizing aspects of purpose so their people can become focused and excited about it.

Peter Block defines vision as: "Our deepest expression of what we want. It is the preferred future, a desirable state, an ideal state, an expression of optimism. It expresses the spiritual and idealistic side of our nature. It is a dream created in our waking hours of how we would like our lives to be." Thus, an organization's vision should embody the collective values and aspirations of its individuals. It should be a "mental image" held by the whole group and appealing to all its human aspects—physical senses, emotional needs, and spiritual quests. It is an expansion of the purpose or mission.

Vision inspires us to reach for possibilities and to make them realities. It brings out the best in ourselves and in our organizations. Vision helps men and women rise above their fears and preoccupations with what can go wrong and focus on what can go right.

In addition, a strong organizational vision encourages people to reach beyond their preconceived limitations and defensive barriers. When people's attention is drawn toward something bigger than themselves, like a clear and elevating goal, there is less energy and less desire available to focus on their perceived faults and limitations. They are pulled away from their personal, destructive worries and encouraged to contribute personally to a worthwhile cause—a focus that is empowering and renewing.

Remember those times when you were working toward something you really wanted. The people who told you the reasons you couldn't have it or do it became motivators rather than deterrents. Your determination was so strong that nothing could convince you that you could not attain your goal. You knew you could make your vision a reality, and this knowing allowed nothing to stand between it and you. In such a case, more than likely you achieved your goal.

Vision-building enables people to clarify what they really want and to get an image, a sense and a feeling of the way it could be. The gap that is created between *the way it is*

and *the way it could be* naturally invites the creativity, energy, and commitment of people to bridge that gap.

When the organizational culture promotes a shared vision, then teamwork, effectiveness, and a renewal consciousness can flourish. People are eager to make that vision a reality.

ALIGNMENT

Alignment implies unified commitment. A team or organization is aligned when the members are individually and collectively committed to a common mission. Unified commitment is another consistent factor in high-performance teams and organizations. Indeed, we can't be aligned with the mission until we share it; alignment is a result of the *shared* part of the shared mission or shared vision. Unification assures that we are all pulling in the same direction.

People in aligned organizations are more likely to get along, no matter what pressures or challenges they face. Aligned team members generally keep their agreements with each other, because they possess commitment to an overriding purpose and vision. Aligned, renewing team members are also more capable of both constructively disagreeing about ideas and resolving these disagreements.

On August 2, 1985, in Broomfield, Colorado, two freight trains, both traveling 50 miles per hour, collided underneath a bridge of the Denver-Boulder turnpike in what became a national news story. There had been a switching mix-up, and both had somehow been diverted to the same track.

Five men were killed instantly. Wreckage was strewn everywhere. The fires were so hot that the steel girders of the turnpike bridge melted, collapsing the highway over the twisted mass of what had once been two trains.

That highway is a heavily traveled primary artery be-

tween Denver and Boulder. The Friday evening traffic became hopelessly snarled in both directions.

What happened in the next 48 hours proved to be nothing short of a gigantic, documented miracle. People in great numbers responded to the tragedy. Businesses, charitable organizations, construction firms, and governmental agencies became a united army.

Traffic was diverted and calls for help went out. High-intensity lights were in place within a short while, and emergency crews began working to pick through the wreckage. Construction work began within hours and continued around the clock.

A heavy-construction crew came from nearby Nebraska. Together unions and company management helped organize a virtual host of workers. Equipment was amassed from various Colorado suppliers. The Salvation Army and other organizations came on the scene with a mountain of food and a sea of coffee.

By Monday morning, a new highway was in place, down to freshly painted stripes. Even the railroad tracks had been replaced. By working cooperatively, this massive army of people overcame bureaucracy and barriers to accomplish in just 48 hours what would have normally taken four months! They did the impossible.

These people were fully operating out of a creative mindset—breaking out of boxes—moving past the “it’s-not-my-job” syndrome and doing whatever was necessary to get the job done. The same thing can happen within any organization whose individuals are aligned toward a worthy mission. The synergy that accompanies alignment enables teams to do seemingly impossible things.

Developing alignment through purpose and vision is a primary renewing element, because it is a precondition for building organizational effectiveness. Once people are aligned, it is easier for them to reach agreements and to foster a working environment that helps everyone achieve their shared dreams.

THE POWER BEHIND VISION

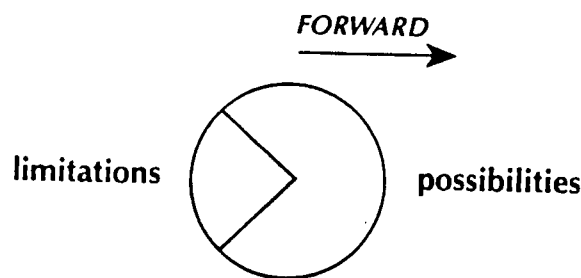
Going through the process of defining a mission or vision encourages people to clarify both their organizational and individual values. The process has them clarify what is important to them and how what they want can be achieved through achieving the organization's vision. It allows them the opportunity to get in touch with "what's in it for me," as well as what's in it for the company, which brings an individual's purpose into alignment with the organization's mission.

Without a vision—an image of the way we want it to be—many of us tend to focus most of our attention on what's not working. By directing the energy toward correcting what is wrong with the present and focusing only on problems to be solved, we often lose sight of the ultimate objective in the process.

In contrast, having a vision inspires people to look at the possibilities of going beyond what is wrong and what, in the past, have been limitations. It pulls us to look at what *is working* and where we can go.

Consider the NeFER below.

Focusing on limitations bogs us down. A purpose or an expanded vision empowers us and pulls us toward the possibilities. When our focus is on *overcoming problems*, the purpose becomes to overcome the problem and more appropriate or already chosen objectives might be hidden from us.



This was really brought to light when we were in Seattle the week before Christmas in 1990. Doug tells the story this way: "The weather was cold and the ground was icy and slippery. Ed and I walked out from a shopping mall one evening to get to our car, and I almost lost my footing on the first step I took outside.

"As we walked toward the car, I was being very careful not to fall. Suddenly, I heard Ed's voice calling from far behind me. Ed was standing next to the car. I had walked a whole parking aisle and a half past where the car was parked.

"Ed and I both left the store at the same time, with a clear objective—to get to the car. Ed managed to maintain that focus. Within that focus (on a primary objective) he also included a secondary objective of getting to the car safely. Without even being aware of it happening, I had become so focused on walking safely that I had lost touch with the primary objective and walked right past the car.

"While doing a very good job of what I *was* doing, it did not serve in accomplishing the primary objective. If Ed had not called out, I could have become so good at *walking safely* that I might still be walking."

Where might your team (or your organization) be falling into the trap of focusing so much attention on overcoming problems that they lose track of their primary objectives?

How clearly focused is your team on their primary objective?

What can you learn from this story that will help your team stay focused on their objective?

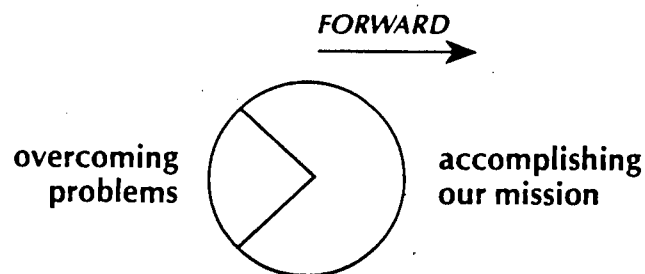
It seems obvious that people *should* be clear on what they are doing, just as it seemed obvious that Doug *should* have been going to his car when he left the shopping mall. Just because we are clear on an objective when we start out to accomplish it doesn't mean that level of clarity stays with us.

Often around our office one of us will be working on a project and get stuck. It still amazes us how quickly we can help each other get back on track with a simple question like, "What are you trying to accomplish with what you are doing?" or simply, "What is your objective?" These EQs quickly refocus our attention from wherever it is back to our objective.

What might be the value of occasionally asking your team questions like, "How does what you are doing fit into our objective?" or "Describe what we are trying to accomplish."

In what areas might your team be doing a good job of "walking safely," yet not getting any closer to its primary objective?

By focusing on overcoming problems we tend to get mired in more and more problems. By continually refocusing on an elevating mission, however, we move toward our



objective and simply handle problems as needed. Emphasizing the forward side of the NeFER, releases and focuses the creativity, energy, and enthusiasm of our people.

Years ago we heard a story about three men laying brick at a work site. All three had the same tools, mortar of identical consistency and materials that were alike. Yet, the men somehow appeared different to an observer.

Curious, the observer asked the first worker, "What are you doing?"

"Layin' brick," the laborer grumbled. "It's a paycheck even if it is hard work."

"What are you doing?" the observer asked the next man.

"Well," the second worker replied, "I'm one of the construction people, and we are putting together the east wall of a structure."

"What are you doing?" the observer queried the third worker.

"I'm helping to build a cathedral," said the man. He wiped his brow and spoke excitedly. "And someday right where we are standing the spires will rise high above us, and people will be meeting to worship and be educated."

The differences the observer noticed in the men were variations in attitude. The first worker held a job. The second man had acquiesced to common goals. The third man had bought in and become *aligned* with a powerful purpose and vision.

By getting in touch with the personal value of an organization's vision, people see how their individual goals fit into the organization's goals. Thus, the individual and organizational goals become aligned. In other words, both individual and organization begin moving in the same direction toward a shared vision. People are empowered when they are clear about how their personal goals are supported by the organizational objectives, when they are in touch with "what's in it for them" for doing what needs to be done.

As leaders, we cannot assume people will automatically

see "what's in it for them." In *The Seven Habits of Highly Effective People*, Stephen Covey says, "You can buy a person's hand, but you can't buy his heart. His heart is where his enthusiasm, his loyalty is. You can buy his back, but you can't buy his brain. That's where his creativity is, his ingenuity, his resourcefulness."

If the first two bricklayers had been provided EQs, they might have discovered their own personal value in being part of the project and had a higher level of commitment to it. We cannot predict the personal benefit that individuals will perceive, and what the perceived benefit is, is not important. What is important is that they are in touch with it.

USING EQs TO DEVELOP PURPOSE AND VISION

EQs fit into the concepts of purpose, vision, and alignment perfectly. In fact, a structured sequence of EQs has proven to be useful in developing purpose and vision. When this approach is used with a team, natural alignment occurs because the purpose or vision is truly shared. The key is a multileveled approach to questions that gains individual participation, develops the mission, and gains buy-in from the team members.

Here is an example of how this process might proceed:

First Level:

"What are we doing that is already working well?"

"What are we best at?"

"What is our organization best known for?"

"What are our greatest strengths?"

"What is unique about us?"

Second Level:

"What is causing us to do well in each of these areas?"

"What are our people doing best in each of these areas?"

"What contributes most to our success?"

"What systems and processes particularly help?"

"What about these are particularly effective?"

The Level One and Level Two questions are focused on *what is already working*. They put us in touch with the positive aspects of our current situation and, therefore, are highly energizing and empowering. They prepare us for addressing the more creative and feeling aspects of our ultimate vision by opening our minds and hearts.

Third Level:

"How would you describe the ultimate objective for our organization?"

"If you overhear a conversation about our team one year/two years/three years down the road, what do you want people to be saying about us?"

"What would it be like around here if you were really excited about coming to work every day?"

"If you could create the ultimate work environment, how would you describe it?"

"What would we be doing that would have you excited about being part of it?"

The description of the mission or the expanded vision itself comes from the Level Three questions. These questions can be phrased many ways, and each configuration may help different members of the team gain greater clarity about what they want. Frame them in several different ways to pull out many perspectives.

The vision becomes shared through the participation process and through individual discovery of our own piece of the overall vision. In an advertising function, the Prudential Insurance Company has used this theme for years: "Own a piece of the rock." Belonging is important, but ownership of the overall vision is even more important to long-term success.

Fourth Level:

"If we could achieve this objective—the vision of the way we want it to be—what would be the organizational benefits?"

"If we could achieve this, what would it do for our team? For you personally?"

The purpose of Level Four questions is to gain buy-in. Buy-in is solidified as people get clear on the personal benefits of contributing to the cause. Once people understand how they will benefit from achieving their shared mission or vision, the available energy is enhanced enormously.

The traditional approach would have a manager say, "This is the new mission, and here is why we are going to move in this direction." At best this approach generates compliance or acquiescence, but the energy of compliance or acquiescence does not come close to the energy and enthusiasm of ownership. At worst, telling people our vision generates defensiveness and resistance.

It is difficult to match the remarkable dynamics that occur when a critical mass of people in an organization

become committed to and aligned with a *shared*, inspiring vision or mission. These dynamics include an exciting level of empowerment of the people, amazing availability of discretionary energy, extensive creativity, and a profound team synergy.

We can take the previous line of questioning one step further to include the following EQs.

Fifth Level:

“What do we need to do more of, better, or differently to achieve this objective?”

“What could I, as your leader, do more of, better, or differently to help you achieve this objective?”

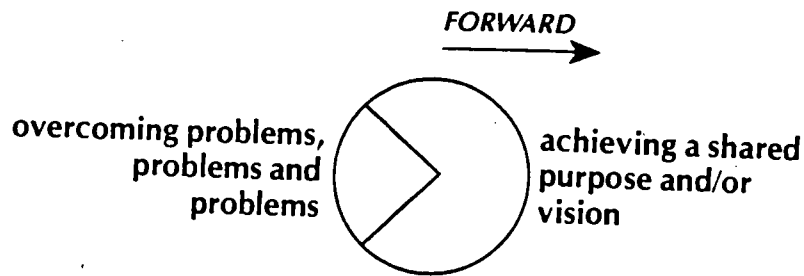
“What two or three things can we count on you to do to support this vision?”

It is in this step that people take responsibility and ownership for what needs to be done—not because we told them what to do but because they have discovered it for themselves. This step develops the critical action plan. Without specific and appropriate action, the exercise is a lost cause.

Notice how these questions align with the Framework for Continuous Renewal (and Structured Effective Questions). An additional synergy is created when we use the empowering framework and pull the answers from the people through EQs.

Shared purpose and vision, and the resultant alignment, must come from the inner heart of an organization—its people. Through the use of EQs, the vision is discussed openly and is put into words, thus forcing internal accountability and commitment for later actions. Alignment through shared purpose or vision continually provides the forward side of the very powerful NeFER on page 183.

In the book *Leaders: The Strategies for Taking Charge*,



Warren Bennis and Bert Nanus write, "A vision cannot be established in an organization by edict, or by the exercise of power or coercion . . . In the end, the leader may be the one who articulates the vision and gives it legitimacy, who expresses the vision in captivating rhetoric that fires the imagination and emotions of followers, who—through the vision—empowers others to make decisions that get things done. But if the organization is to be successful, the image must grow out of the needs of the entire organization and must be 'claimed' or 'owned' by all the important actors."

Outstanding organizational performance and deep personal fulfillment work together and reinforce each other. These exciting results can only come through being clear on a purpose, sharing a vision and being in alignment. When in alignment, every system and technique becomes a vehicle for infusing the *spirit of renewal* into the organization rather than simply a mechanism that works only as long as leaders keep pushing or pulling them.

More than anything else, alignment through shared purpose and shared vision enables and empowers people and organizations to grow from the inside out. This kind of growth goes far beyond reducing resistance to change; it promotes renewal and builds a tenacious, vibrant spirit within individuals, teams, and organizations.

VISION OF A HIGH PERFORMANCE ENVIRONMENT

The High Performance Environment (HPE) is a working environment that naturally brings out the best in people. It does this by supporting the things that are important in our lives. If we, as individuals, are in an environment that supports the things that are important to us in most aspects of our lives—mental, physical, emotional, and spiritual, then that environment will bring out the best in us. We will be happy in that environment. We'll be energized in that environment. We will feel supported in that environment. Our needs, to a large degree, will be met in that environment; and we will put out a high degree of individual performance to support that environment. In general, such an environment will empower us to do and be our best.

In our workshops we also call this model or vision of the HPE the Desired Company/Organization/Team Environment. For example, if we were working with ABC Manufacturing Company, we would develop a vision of the Desired ABC Manufacturing Environment. When a team defines its Desired Environment, it develops a vision of the environment that would encourage it to be its very best, allow it to produce the most work, and support it in being the best it can be. By definition, it would be a mental image that appeals to its members' physical senses, their emotional desires and needs, and their spiritual quest. Thus, this vision would be quite empowering.

At a certain level, the vision of a High Performance/Desired Environment is predictable from organization to organization. No matter what team we work with, we can put its model of the Desired Environment side by side with another team's model and see that they are essentially the same. Over and over again, teams from varied backgrounds, diverse industries, different levels of education, and various levels of the corporate hierarchy—from the board of direc-

tors to the hourly factory workers—create a consistent vision of how they want their working environment to be. The words, some more sophisticated than others, may be different from team to team, but the essence is always the same.

In addition, in working with scores of teams we've found that every team already knows exactly what type of environment it needs to support high-performance work, to bring out the best in both the individuals and the team as a whole.

What would cause Desired Environment visions to be so similar from team to team?

Think about the environment in which you would like to work. How would you describe it in detail?

If the environment you worked in was such that you were eager to go to work every morning, what attributes would that environment include?

How would you describe the environment that would bring out the best in you? How would you describe, in as much detail as possible, what you would find in an environment that allowed you to be your very best?

If you asked your team members these questions, what do you think they would say?

List at least 10 aspects that would be important to you.

At a deep, fundamental level, we all want the same things. Some of the most consistent factors our clients tell us they want in their work environment, include:

- clear, common inspiring goals
- a high level of trust
- to be respected and appreciated
- a sense of team
- a comfortable, clean, orderly physical environment
- opportunity for input in decisions
- a solutions orientation
- people taking responsibility
- authority appropriate to responsibility
- a can-do, positive, winning attitude as a way of life
- encouragement to express creativity and try new ideas
- high priority on growing and developing people
- honesty and truthfulness as a way of life
- a place where management says what it means, means what it says, and does what it says it will do
- thorough communication based on integrity
- high quality in all aspects as a company standard
- freedom to do the job
- to be an example for other businesses of the way it can be

- adequate compensation and other rewards
- appreciation for the company and its people
- ability to set standards for the industry
- stimulating, challenging work
- freedom to "fail" or make mistakes
- responsive, caring leadership
- a supportive, warm, and friendly atmosphere
- people willing and eager to serve
- adequate resources
- a high level of professionalism
- empowered people open to change
- a fun, prosperous, growing workplace

Note: This list is so consistent that we have great confidence that your own team would create a similar list describing its Desired Environment. However, what's important is that the members develop their *own* shared vision of the way they want it to be. Showing them this list would not be effective! It would not be empowering for them, even though they would probably agree with the model.

Our intent in sharing this information is to raise awareness of the predictability of the model in order to support your confidence in asking your team to develop its own vision. When its members define their own Desired Environment, they will own it and will have much more interest in creating it. So, while we have discussed here the elements of the Desired Environment or HPE, it is important to pull out of your teams *their* vision in *their* words. And that vision should be the clear, general consensus of the team.

When they accomplish this, many of them will understand for the first time that all the team members really

want the same things, which, in turn, will pull the people together into a stronger, more aligned team. Their Desired Environment becomes their "clear, elevating, shared goal."

What would be the value of having your entire team clear about and sharing in the vision of the environment it wanted to create?

How is the probability of being able to create that environment related to the degree to which your team participates in developing the model and is clear about what it would be like?

To what degree is its ownership of the environment dependent on its participation in creating the model itself?

Once they are clear about and in alignment with the shared model, how would this clarity and alignment enhance performance?

Ask your team, "If we could create the environment here in which we'd most like to work, an environment that would have us excited about getting up and coming to work every single day, eager to be here, how would you describe it?" Have each person write down at least five factors before you begin to collect the ideas. Write them on a flip chart for all to see.

Just as we enjoy being around people with whom we feel good, we enjoy being in a work environment in which we feel good. Such an environment brings out the best in us

because it supports who we are and our needs, desires, and values. It supports the things that are important to us.

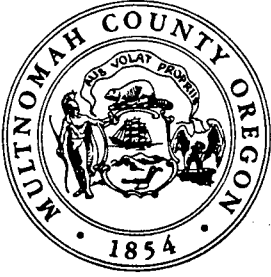
Purpose or mission, vision, and alignment are soft, mind-set issues. Yet, when a team establishes the Desired Environment as its shared objective and common vision, a tremendous opportunity presents itself for gaining dramatic results in measurable, hard aspects of the business. These measurable results will occur as a fallout, as a result of moving closer and closer to such an inspiring, fulfilling vision.

Change-Friendly Highlights

1. Renewing, high-performance organizations and their leaders are discovering these critical factors:
 - There is a need for a deep, clearly understood sense of purpose or mission.
 - This mission must be inspiring, elevating to the members of the team or organization.
 - There must be alignment—team members have to buy in to that mission.
2. A shared purpose and vision and the resultant alignment must come from the inner heart of the organization. The key to unlocking that door is asking EQs and listening.
3. Outstanding organizational performance and deep personal fulfillment work together and reinforce each other.
4. A detailed description of the desired organizational environment, generated by the people, can provide a powerful shared vision to move toward in alignment.

Where there is no vision, the people perish.

*Bible, King James Version
Proverbs 29:18*



Beverly Stein, Multnomah County Chair

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September 29, 1995

TO: Board of County Commissioners

FROM: Bill Farver

RE: Key Issues To Consider

- I. Should the Board pursue renewal of the jail and library levies or a new tax base in May, 1996?
- II. How large a GO Bond should the Board pursue in May, 1996?
- III. Should the Board continue to seek cooperation from the Cities of Portland and Gresham to assist with the public safety system funding needs?
- IV. What mix of public safety and library services is programmatically and politically appropriate?
- V. Should the Board consider tax reform by replacing the existing property tax that supports County operations with a county wide or regional payroll tax, funded by employees, employers, or both?



Public Safety Facilities Financial Implications

- Rough Estimate of Facilities Construction Needs
- Overview of Bonding Capacity
- Operational Costs -- the funding quandary
- Election schedule and whether to continue special levies or roll them into the tax base
- Supplemental Information -- SB 1145

Rough Estimate of Facilities Construction Needs

- **Current capacity** about 1450 detention slots
- **Current shortfall** will require 186-400 bed medium security facility (comparable to Inverness Jail) --
estimated cost -- \$14 - 44 million
- **SB 1145 felons** will require 300-600 bed medium/minimum security facility --
estimated cost -- \$16 - 33 million

Comparative Cost -- Inverness -- \$13 million, five to eight years ago.

- SB 1145 felons will also require 200-300 **Community Corrections** facilities' beds / slots --
estimated cost -- \$10 - 14 million
- **Future population** growth will require additional beds, the number is not yet known

NOTE: Projections of future needs are now being developed.

GO Bonds (Outstanding and Proposed)

Existing outstanding bonds

	<u>(Issued)</u>	<u>(Authorized but not yet issued)</u>
Portland (Perf Arts /Stadium, Parks)	\$ 14 million	\$ 59 million
Tri Met (Light rail)	130 million	320 million
Multnomah (Library)	29 million	---
Metro (Conv. Ctr, green spaces)	40 million	75 million
School Dist. 1 (facilities)	<u>101 million</u>	<u> </u>
Total	\$ 314 million	\$ 450 million
Rate per \$1,000	\$ 0.93	\$ 1.35

Proposed Bonding

School Dist. 1 (Nov. 95)	\$ 197 million
County public safety	≈ 20 - 100 million
County facilities (non-jail)	≈ <u>200 million</u>
Total	\$ 417 - 497 million
Rate per \$1,000	\$ 1.20 - 1.45

NOTE: Each \$10 million of GO Bonds issued will cost taxpayers about \$1 million for principal and interest expense.

Each \$10 million of GO Bonds issued will add about 3 cents per thousand to a tax bill.

Operational Costs -- the funding quandary

<u>Program or facility</u>	<u>Annual cost (estimated)</u>	
	<u>Low End</u>	<u>High End</u>
Medium security facility	\$ 7.0 million	\$ 9.0 million
Medium/minimum security facility	5.0 million	9.0 million
Community Corrections slots	6.6 million	8.0 million
Juvenile prevention	<u>2.0 million</u>	<u>2.0 million</u>
Total Annual Cost*	\$ 20.6 million	\$ 28.0 million
SB 1145 State reimbursement	<u>\$(13.0 million)</u>	<u>\$(13.0 million)</u>
Balance to fund locally	7.6 million	15.0 million

*Does not include an estimate to deal with jail beds required by population growth

Operational Costs -- the funding quandary (continued)

It is probable that there will not be enough room under the \$10 cap to pay this cost from additional property tax revenue.

Available Without Impacting Portland because of the \$10 Cap in 1997-98

<u>Value Growth Assumptions</u>	<u>Total Available</u>	<u>County "Share"</u>
A. - 8% per year County March Assumption	\$ 7.3 million	\$ 2.7 million
B. - 10%, 9%, 9% State Assumptions	12.8 million	4.9 million
C. - 10%, 7%, 5% County Conservative Assumption	7.3 million	2.7 million
D. - 6% per year- <i>compression</i>	(3.4 million)	(1.2 million)

NOTE: any value cap that restricts annual growth to less than 7% will result in compression by 1997-98. No additional property tax revenue will be available.

Operational Costs -- the funding quandary (continued)

	<u>Low End</u>	<u>High End</u>
Total Annual Cost	\$ 20.6 million	\$ 28.0 million
SB 1145 State reimbursement	<u>(13.0 million)</u>	<u>\$(13.0 million)</u>
Balance to fund locally	7.6 million	15.0 million
County "share" of property taxes	(2.7 million)	(4.9 million)
<i>Remaining funding problem</i>	\$ 4.9 million	\$ 10.1 million

NOTE: Further reliance on property taxes puts pressure on voter tolerance and increases the risk of additional limitations. Given the likely cost of bonding, local government tax rates that continue to approach or exceed \$10 are likely to energize momentum for a value cap.

Operational Costs -- the funding quandary (continued)

Ways to cover additional public safety operational costs

Program Reductions - Options

- **40%** of the General Fund goes to **Justice programs** (DA, Sheriff, Juvenile, Community Corrections)
- **30%** pays for **mandated services** (A&T/Elections/TB Clinics), pass through (BIT to cities), or support functions
- **30%** is “**discretionary**” (examples)
 - Health Clinics \$17.0 million
 - Library 6.5 million
 - Children/Youth 7.0 million

Operational Costs -- the funding quandary (continued)

Ways to cover additional public safety operational costs (continued)

Other revenue sources

1. Convert COP's for JDH to a GO Bond -- NET GAIN \$3.0 million

Current cost of COP payment for JDH is \$3 million per year. If we replace that with GO Bonding, we free up some General Fund.

About \$2.5 million of the COP payment is covered by Video Lottery economic development / education money. To make this money available will have to:

- A. identify an additional economic development / education expenditure we currently cover,
- B. or "trade" with Portland. Transfer lottery money to release some of their general revenue now spent on housing or receive part of their "share" of property taxes by levying more than the County "share."

Operational Costs -- the funding quandary (continued)

Ways to cover additional public safety operational costs (continued)

Other revenue sources

2. Business Income Tax

Current Rate	1.45%
Revenue	\$27.5 million
Revenue per 0.1% increase	\$1.9 million

Operational Costs -- the funding quandary (continued)

Ways to cover additional public safety operational costs (continued)

3. "Payroll" Tax (Income Tax on Employees Collected by Place of Work)

A.-- To supplement existing revenue stream -- a 0.1% tax on income by place of work will raise \$10.3 million

B.--To Completely replace County property tax

1993 Covered Payroll	\$10.3 Billion
Rate	1.6%
Revenue	\$178 million

Note that about 30% of the income earned in Multnomah County is paid to people who do not live in Multnomah County. They would not receive property tax benefits from a payroll tax / property tax swap. They would not vote on it either.

Implementation could not occur before January 1997.

Election schedule and whether to continue special levies or roll them into the tax base

<u>Election Date Options</u>	<u>Proposal Complete</u>
3/12/96	1/11/96
Tax base 5/21/96	2/20/96
9/17/96	7/18/96
Tax base 11/5/96	8/6/96

Continue special levies ?

- More likely to pass
- Ties revenues to expenditures - dedicated
- Easy to understand

Roll levies into tax base ?

- Longer term stability for basic programs
- Solves problem of repeated political campaigns

Supplemental Information, SB 1145

Construction Money

- Total appropriated for debt service -- \$10,000,000
- Total capital money available -- \$59,000,000
- Multnomah County "share" -- \$24,000,000 / \$30,000,000

Operating Money

- Formula per slot:
 - housing = \$65 per day (\$23,725 per year),
 - program supervision = \$7 per day (\$2,555 per year)
- Total estimate for Multnomah County is about \$13 million per full year.

Supplemental Information, SB 1145(continued)

Operating Needs

- Multnomah County estimated beds or slots needed:
 - 500-700 beds or slots needed by July 1997
 - 500-700 beds or slots needed by July 1999
 - *Reimbursement* for housing 525, \$12.4 million on a full year basis
- Community Corrections (program supervision) capacity needed:
 - capacity for 100-125 needed by July 1997
 - capacity for 100-175 needed by July 1999
 - *Reimbursement* for supervising 175, \$450,000 on a full year basis

Comparative Cost: Inverness Jail

- *Capacity - 514-600 beds*
- *Direct operating cost -*

<i>Corrections</i>	<i>12,835,000</i>
<i>Health</i>	<i><u>1,783,000</u></i>
<i>Total</i>	<i>14,618,000</i>

Program Options Within Funding Constraints

Problem One: Current And Projected County Offender Populations

Given the combination of crime rate, total population, and number of arresting officers now on the streets, the existing County facilities are too small to house the volume of arrestees currently booked. Population growth projected within the County and in the surrounding region will cause a higher number of bookings to occur in the next decade, irrespective of the overall crime rate.

In 1994-5, 3,600? people were released from County custody without supervision because there were no beds for them in existing facilities. To confine the number of people currently matrixed out of jails would require approximately 300? hard beds. Over the next ten years, as many as ? beds may be required to confine those booked for whom there is not current capacity. The picture is complicated by the implications of the number of inmates sentenced to County facilities (about x? on a given day), the inmates being held because substance-induced behavior or mental health issues make their release unsafe (as many as x?), and the fluctuating number of federal prisoners being held for trial or because of INS requirements

Problem Two: Transfer of State Felons (SB 1145)

The State estimates transferring responsibility for felons sentenced to less than one year in state prison will require county capacity to deal with 700 prisoners per day. If the State continued to handle these prisoners, they would anticipate housing 525 and dealing with the other 175 through supervised releases. (based on their funding formula) The County has no capacity in our existing facilities to accept the increased numbers projected by the state. Moreover, providing jail space for an additional 525 inmates will be an expensive option.

NOTE TO READERS

Writing this draft was an extremely complicated undertaking. I need a variety of assistance as you review this:

- what are the programs or approaches that I have not included?
- what other kinds of information should be included about the approaches that are included?
- are the costs relatively accurate?
- how would you judge the balance between different approaches that I tried to strike?
- My assumption is that the County would not try to implement a new or increased revenue source next year and that our most realistic approach is to discuss with the City of Portland the use of the additional property tax money that will be available. Do you share that assessment?

The Public Safety Facilities Task Force met for several months beginning in January, 1995, to begin setting priorities for public safety needs. What follows are the goals they set, the criteria they used to rank system improvements, and the top improvements they identified.

Goals Of Public Safety Facilities Task Force (PSFTF).

To address the unmet community needs of the county criminal justice system, in order to go to the voters for the community support and financing to address those unmet needs cost-effectively.

In doing this, we want to keep the benchmarks in mind and be smart, visionary, and creative in deciding where to intervene in the system to expand its capacity, effectiveness, and efficiency.

Criteria Used By The PSFTF To Rank Improvements

1. Ensure Community Safety
2. Enhance compliance with laws/rules
3. Integrated System
4. Swift, sure appropriate sanctions
5. Effectiveness in reducing criminal behavior
6. Effective utilization of resources
7. Eliminate matrix releases
8. Target services to high risk/high volume repeat offenders

Top Improvements From PSFTF

1. Triage/intake/booking center with expanded pretrial release options
2. Integrated database and assessments; treat first time offenders differently; better classification information; "smarter booking.
3. Flexibility in system to respond to community concerns, and community input into decision points and sanctions.
4. Weekend jail or other facility(ies); weekend work crews; several smaller facilities; for working people, pretrial populations; those who can pay.

COUNTY'S URGENT BENCHMARKS

FOR CHILDREN AND FAMILIES

- Reduce Teen Pregnancy
- Increase Percentage of Drug Free Babies
- Reduce Domestic Violence
- Child Abuse
- Spousal Abuse
- Elder Abuse
- Reduce Student Alcohol and Drug Use

FOR PUBLIC SAFETY

- Reduce Violent Crime
- Increase Success of Diversion Programs
- Reduce Recidivism

FOR ACCESS TO SERVICES

- Increase Drug Treatment Services
- Increase Health Care Services
- Increase Mental Health Care Services

FOR GOOD GOVERNMENT

- Increase County work force and Contractor Diversity
- Increase County Government Accountability and Responsiveness

Solutions To Current And Projected Population Problems

Goals

1. Incarceration In Secure Facilities

Placing both pre-trial and post-conviction offenders in appropriately secure facilities.

2. Appropriate Sanctions And Supervision

Most efficient use of available space and supervisory options, based on public safety and court appearance needs. Pretrial releases done with appropriate supervision. Posttrial releases done with appropriate supervision and transition plan. New swift and sure sanctions for low level offenders.

3. Ending Reoffense

Provide opportunities for those who need and are ready for assistance in ending the criminal cycle (e.g. drug treatment, mental health treatment, structured supervision) Recognize that ending criminal patterns is most effectively done by working with and treating younger offenders and victims.

4. Fairness And Uniformity In Sentencing

Develop rational sentencing patterns with the courts which emphasize swift and sure sanctions

Part 1. Expansion Of Space In Current Corrections System

I. INCREASE MCRC CAPACITY

By expanding the MCRC population from 120 to 160, the County would be using the facility at the design capacity. This will require changing criteria for the facility to ensure against net widening and careful analysis of prisoners currently housed elsewhere in the system. The Sheriff has been discussing possible changes with the MCRC Advisory Committee.

Cost: \$1,000,000 in increased staffing (est.)

At \$69/day (currently \$62/day including corrections health costs)

Source of funding: Current budgets, 1145 operating, property tax

II. INCREASE MCDC CAPACITY

By increasing the capacity at MCDC, the County has the potential to add ? additional beds at the facility without significant staffing costs. Some capital costs are incurred through remodeling. Marion County recently increased their jail facility substantially through a remodel at little additional staffing cost.

Cost: \$? in capital costs for remodeling

\$? in additional staffing

Corrections health costs?

Source of funding: GO Bond for capital

all for staffing

III. EXPANSION OF INVERNESS ANNEX CAPACITY

The Inverness Annex is a converted Warehouse on the grounds of MCIJ. It was recently opened with a capacity of 30-35. With some additional capital improvements and staffing, the number of inmates could be expanded to 75. Because of the nature of the facility, work crews are best accommodated there.

Cost: \$? in additional staffing
 ? in capital improvements
Source of funding: All

IV. REMODEL OF BOOKING FACILITY AT MCDC

The current Booking Facility at MCDC was not designed to handle the volume of offenders it currently deals with. By remodeling the facility, the County can add 25 to 35 beds as well as improve the use of the current space to house and process newly booked prisoners. The remodel will reduce the downtime for street officers and allow them to quickly return to the streets. It will increase safety in the booking area and will create additional office space for alcohol and drug intervention, pre-release interviews, drug use forecasting, and classification.

Cost: \$? in additional staffing
 \$? in capital
Source of funding: GO Bond for capital
 All for staffing

V. REMODEL OF COURTHOUSE JAIL

A remodel of the Courthouse Jail will increase the holding tank space available by ? to temporarily house inmates, separate witnesses and different classifications from the general inmate population and increase the amount of space available to handle large court chains. It will also provide space for video visiting and arraignment and improve the amount of space available to handle large court chains.

Cost: Cost: \$? in additional staffing
 \$? in capital
Source of funding: GO Bond for capital
 All for staffing

Part 2. New Capital Solutions And New Ongoing Operational, Programmatic Needs

I. INCREASE CAPACITY AT MCIJ THROUGH NEW CONSTRUCTION ON EXISTING LAND OWNED BY THE COUNTY

By adding an additional 350-450 beds at the current MCIJ site, the County builds upon its most accessible location to expand current capacity. The beds would include 250-300 medium security beds and 100-150 high security beds. MCIJ will require some remodel of current support service areas to accommodate the larger population. Planning has started on the facility and the Board will be asked to "loan" general fund money to cover the planning costs of the project (to be repaid from the GO Bond). Under that scenario, the facility may be able to open in January, 1998. Depending upon the availability of funding, there may not be sufficient operating money to operate at full capacity upon completion of construction.

Cost: Capital : $\$85,000/\text{bed}$, 350 beds costs $\$29,750,000$ + "soft" costs of $\$10,250,000 = \$40,000,000$
450 Beds = $\$38,250,000$ + "soft" costs of $\$12,750,000 = \$51,000,000$
+ Remodel of existing support services ?
Operational : $\$75/\text{day} = \$27,375/\text{year}$ (including Corrections health)
(currently $\$72/\text{day}$ with corrections health)
150 beds = $\$4,106,250$ 200 beds = $\$5,475,000$ 350 beds = $\$9,581,250$ 400 beds = $\$10,950,000$
450 = $\$12,318,750$
Source of Funding: Capital on May, 1996, GO Bond
Operational: property tax

II. INCREASE CAPACITY AT MCCF THROUGH NEW CONSTRUCTION ON EXISTING LAND OWNED BY THE COUNTY

Pending land use approval, construct 250 to 1000 additional beds on land currently owned by the County near MCCF. The beds would be minimum to medium security designed to hold 1145 felons. The number of beds which would be used immediately would depend upon availability of operational costs and its potential use as a regional facility with Washington and Clackamas Counties (See Part 5). The ability to build depends upon obtaining approval from Troutdale. Discussion have begun about possible sites. Because this facility will be holding sentenced felons for a few months at a time, the provision of alcohol and drug, mental health, education and job preparation services will be seriously considered. Effective transition links with DCC supervision and programs will need to be developed.

Cost: Capital $\$55,000 \times 250 = \$13,750,000$ + "soft costs" of $\$4,250,000 = \$18,000,000$
 $\$55,000 \times 1,000 = \$55,000,000$ + "soft costs" of $\$18,000,000 = \$73,000,000$
Operational: For 250 $\$65/\text{day} = \$23,725/\text{bed}/\text{year} = \$5,931,250$
For 1,000 $\$65/\text{day} = \$23,725/\text{bed}/\text{year} = \$23,725,000$ (note: operational costs are expected to decline on a per inmate basis with a larger facility)
Source of Funds: 1145 Construction and 1145 operations money

III. INCREASE CAPACITY IN RESIDENTIAL ALCOHOL AND DRUG PROGRAMS

By replicating the existing residential alcohol and drug treatment and supervision model in three 80 bed facilities, the County can provide a treatment option unavailable to many current inmates. When combined with jail time and close supervision upon completion, the residential program offers judges a continuum for sentencing. These facilities could be sited in conjunction with new jail construction or in smaller sites within the County.

Cost: Capital \$40,000/bed for 240 beds = \$9,600,000 + "soft" costs of \$3,200,000 = \$12,800,000

Operating \$65/day = \$23,725/year for 240 beds = \$5,694,000

Source of funding: Capital - GO Bond

Operating: 1145

IV. PRETRIAL RELEASE SYSTEM EXPANSION

By first rationalizing and then expanding the pretrial release system, the County can fit offenders with the appropriate level of supervision. Options include a more intensive level of supervision than currently exists, which utilizes electronic bracelets and intensive supervision. In combination with the increased capacity, this should end matrix releases.

Cost: \$360,000 9 corrections techs. x. \$40,000 1:40 ratio average = 360 slots

Source of funding: 1145

V. DAY REPORTING CENTERS

By replicating the current model, the County can provide a close supervision and transitional assistance resource for offenders returning to the community. The current model has proven effective in reducing the reoffense rate. 75% of those receiving Center services (including employment assistance, alcohol and drug and mental health assistance ??), have not reoffended in the subsequent 6 months.

Cost: Capital \$2,000,000 (est.) + "soft" costs of \$700,000 = \$2,700,000

Operating: \$12/day/offender \$2,050,000 for two centers - 235 offenders/center = 470 offenders

Source of funding: 1145

VI. FOREST CAMP

The County can improve the current Forest Camp sanction by expanding to a seven day a week model and then replicate that program to provide an alternative 10 week sanction in conjunction with jail and follow up supervision. The current Camp is used primarily for property offenders who have been sentenced, although that criteria could be reexamined. Links with the Sheriff's weekend work crews and Annex population should be explored.

Cost: Capital: \$1,500,000 (est)

Operational: \$511,000 for 40 beds = \$12,780/year = \$35/day

Source of funding: 1145

VII. A and D TREATMENT IN CORRECTIONS FACILITIES

In conjunction with the Target Cities grant, County correctional facilities have begun offering Alcohol and Drug treatment options within the jails. Currently, ? are served with ? . By linking the type of treatment available in jails to follow-up residential or outpatient treatment, the County will expand the time in treatment for these offenders in a cost efficient manner.

Cost: Operational? ?

VIII. A and D and MENTAL HEALTH OUTPATIENT TREATMENT

By expanding current treatment resources, the County can provide a transition treatment service for offenders returning to the community. Recent corrections contracts have increased the providers expertise and ability in working with a corrections population.

Cost: Operational: \$730,000 400 slots x \$1,825/slot

IX. SPECIALIZED RESIDENTIAL HOUSING (ADAPT MODEL)

Using the model piloted successfully by the ADAPT program, the County could operate an additional five residential treatment facilities, each accommodating five offenders and their children, as appropriate. These facilities could serve as a transition back to the community for offenders who have spent time in local jail, local residential treatment facilities, but need more intensive supervision and assistance before reentering the community. This transitional service will be especially appropriate for women offenders who make up 13% of the 1145 population

Cost: Capital \$225,000/house x 5 = \$1,125,000 + "soft" costs of \$375,000 = \$1,500,000

Operating \$35/day = \$12,780/year x 25 = \$319,500

X. INTENSIVE SUPERVISION

By adding seven additional parole and probation officers, the County can supervise 140 offenders on a 1:20 ratio. These units could be used to provide an more intensive supervision option to avoid a parole revocation or assist offenders in their transition back to the community following revocation and jail time. Either approach would work closely with the Day Reporting Centers.

Cost: \$350,000 for staff (\$50,000 x 7) 140 slots + M and S of 15% = \$400,000

XI. MENTAL HEALTH TRIAGE CENTER WITH SHORT TERM SECURE MENTAL HEALTH BEDS

Community and Family Services Department has developed a proposal for a Mental Health Triage Center. The triage function would primarily improve assignment and management of mental health referrals which will have a positive impact on jail bookings. With the addition of 20 secure, short term, residential mental health beds, inmates currently held in County jail facilities who did not have a history of violence could be more appropriately held and treated in a mental health facility. The County is also piloting a diversion program to deal with offenders entering the system with mental health problems who can be more effectively dealt with outside of the criminal justice system.

Cost: Capital (for 20 beds only) \$40,000/bed x 20 = \$800,000

Operating: (for 20 beds only) \$18,250/bed = \$365,000

Source of funding: Capital - GO Bond

Operating: Property tax

XII. DOMESTIC VIOLENCE INTERVENTION AND PREVENTION SERVICES

Many of the crimes of violence are between spouses and within families. The Family Violence Intervention Steering Committee has worked with the major justice system players and providers to develop priorities about needed systems changes and program expansions. The needs for additional emergency shelter space and out of shelter support services for those unable to access shelters, targeted programs for perpetrators of violence, treatment for the children of violence afflicted families, and victim advocacy, district attorney staffing, and community corrections staffing are well documented. In addition, the County will need to plan with the cities and non-profits to find replacement funding for approximately \$450,000 for four federal grants which expire in 1997-8, which currently fund shelter space and services and staff assistance for corrections and local police.

Cost: Capital (shelter space) ?
Operating: \$500,000

XIII. DEVELOP NEW SWIFT AND SURE SANCTIONS FOR QUALITY OF LIFE OFFENDERS

Develop the system's capacity to provide swifter, sure sanctions to quality of life offenders who are currently not receiving appropriate sanctions. Develop weekend work crews and restitution assignments, with limited long term supervision. Tie to development of community courts in part IV.

??

XIV JUVENILE SECURE RESIDENTIAL ALCOHOL AND DRUG BEDS

The addition of 15 secure residential alcohol and drug beds would assist in reducing the recidivism of chronic juvenile offenders and reduce system costs for future years. The current Transitional unit at Juvenile is being reexamined to determine whether back up for community agencies and/or alcohol and drug treatment would be a more appropriate use of that space at the facility.

Cost: Capital ?
operating: \$508,000
Source of funding: Property tax; private insurance

XV. JUVENILE FAMILY PRESERVATION PROGRAM

Building on the Family Empowerment Model that Juvenile has developed in Southeast, Juvenile and Community and Family Services would work intensively with selected families to develop their capacity to live together as well functioning units. This would implement the parental responsibility mandate in a positive way that links young people and families with appropriate community resources, including the local Family Centers.

Cost: \$396,000
Source of funding: Property tax

XVI. CONFLICT RESOLUTION/VIOLENCE PREVENTION

Expand the current conflict resolution and violence prevention work in the high schools to middle schools. Serve 100 to 150 youth and teach anger management, conflict resolution, and respect for diversity.

Cost: \$125,000
Source of funding: Property tax

XVII. CHILD ABUSE TREATMENT FOR VICTIMS AND OFFENDERS

Expand the treatment availability for young victims of child abuse to help end the cycle of abused/abuser. The Juvenile Department currently contracts with effective treatment programs for teenage sex offenders and will be opening a unit this spring to provide secure residential sex offender treatment. This would expand the treatment options available for under 12 sex offenders, a growing population for which there is no good treatment option available. It would also expand the residential day treatment programs available for very young victims of serious abuse. Currently, 8 -10% of the DCC caseload are sex offenders, often with multiple victims.

Cost: \$400,000 for intensive, day treatment services for young victims of abuse - capacity of 25
\$300,000 for intensive, day treatment services for young sex offenders.- capacity of 25

XVIII TRUANCY PREVENTION

Capitalize on the increasing legislative and public attention on youth crime, by positively intervening in the lives of young people who are not in school. Work with existing community policing resources, juvenile officers, and Family Center personnel to provide direction and, when needed, alternatives for young people before they get involved in criminal activity. Community policing efforts would be much more useful here if the County can work with schools to provide alternatives to these youth and with community centers to provide after school recreational and programmatic activities.

Costs: \$2,000/alternative school slot x 300 slots = \$600,000

Additional personnel in each Family Center to track and case manage 7 x \$35,000 = \$245,000

Source: Property tax

Part 3.

System Changes

I. SHARE INFORMATION AMONG AGENCIES

This would speed processing into and out of County facilities, reducing the number of people being held pending assessment and reducing the number improperly released.

Cost: \$4,000,000 (EST.)

System linking and conversion costs, perhaps offset, over time by eliminating duplicate work.

Source of funding: GO Bond? (appropriate for expenditures with est. seven year life cycle?) COPs?

II. REENGINEER PRETRIAL RELEASE SYSTEM

Streamline and simplify the system to improve efficiency in processing. The result will be quicker decisions about who can be released with the minimum risk and more appropriate program assignment of those released.

Cost: None. (although see enhancements to system above)

Source of funding: NA

III. WORK WITH THE JUDICIARY, DISTRICT ATTORNEY, AND PAROLE AND PROBATION OFFICERS TO DEVELOP A MORE RATIONAL, UNIFORM SENTENCING STRUCTURE

Options include :

- local misdemeanor sentencing guidelines

- parole revocation guidelines (with sentencing options)

- local felony guidelines

This should help ensure uniformity in sentencing and predictability about capacity needs.

Cost: Staff time in developing guidelines and securing agreement on their use.

Source of funding: 1145 Administrative money for staffing

IV. COMMUNITY COURTS

Use the opportunity presented by the Americorp grant to work with the District Attorney, the Courts, community corrections, and local law enforcement and community courts to pilot a community court offering, alternative dispute resolution. This would benefit the courts and District Attorney's office who have a high volume of low level misdemeanor work that community members often feel is not adequately addressed .

Cost:?

Source of funding: District Attorney has applied for a BJS grant for a pilot.

V. COMMUNITY PUBLIC SAFETY INITIATIVE

Work with the Southeast communities to develop the community's capacity to provide its own prevention efforts in public safety. Work with IMPACT, the Brentwood Darlington community, and an inner Southeast neighborhood to link appropriate resources to the individuals and families in need of assistance in dealing with the impact of criminal behavior.

This initiative will include the development of at least one community HUB in Southeast through MCCF and

Community and Family Services. Norm Monroe will coordinate from Chair's office and DCC.

Part 4. Possible Source of Revenue and Reallocation/Repriorization Discussions

I. 1145 CONSTRUCTION FUNDS (Multnomah County estimated share \$24-\$30,000,000)

II. 1145 OPERATING FUNDS (Estimated at \$12,800,000 annually)

III. INCREASED PROPERTY TAX UNDER THE CAP

- MULTNOMAH COUNTY 'SHARE' = \$2,700,000 (split with LIBRARY LEVY)

- CITY OF PORTLAND SHARE = \$4,600,000

accessible by County if City agreed that County could seek share of their increase OR
by submitting proposals for their consideration

IV. COPs CURRENTLY FUNDING JUVENILE = \$3,000,000 (economic development money from the state)

V. PILOT USING CLACKAMAS COUNTY WORK RELEASE CENTER FOR 1145 OFFENDERS

This would allow us to reprogram state funding for existing parole and probation workload into other programs : LPSCC data assistance; MCRC staffing, parole and probation officers; drug treatment, etc. This pilot would also enable the justice system to develop a systematic approach to handling these offenders.

Savings: \$700,000 annualized

VI. REEXAMINATION OF SHERIFF'S URBAN LAW ENFORCEMENT FUNCTIONS

This would continue the policy discussion of two years ago with the Sheriff and the Board. The Board could decide to limit their law enforcement activities to those mandated by statute in the unincorporated areas of the County, or any number of intermediate options.

Savings:?

VII. ELIMINATE MATRIX RELEASE SYSTEM AND STAFFING

If the courts were willing to grant general release authority with agreed upon standards to the County, the County could use current and expanded pretrial and post-sentencing release programs to manage the jail population and eliminate the need for the matrix release function.

Savings: \$300,000 (Staffing for current unit)

VIII. PRIVITIZATION OF JAILS

The issue has been raised about whether parts of the County corrections system could be privatized to save cost without jeopardizing legal responsibilities and quality of service.

Savings?

IX. REVIEW TRANSPORT SYSTEM

Review current prisoner transport system to determine possible savings through the more extensive use of video arraignment and the possible consolidation of existing corrections facilities.

X. FINGERPRINTING CONTRACT WITH CITY OF PORTLAND

Through the introduction of technology, the Sheriff may be able to greatly reduce the money paid to the City of Portland for fingerprinting services in the jail.

XI. OFFENDER FEES

The Sheriff is in the process of researching whether new or additional fees paid by offenders could be used to help fund some of the sanctions described here. A booking fee per se does not appear feasible. Any additional fees needed to be weighed against the impact on the offender's family and financial strain.

XII. INS HOLDS

Currently the county holds offenders designated by the INS as illegal aliens. If the INS determination could be made earlier in the process and an alternative disposition of immediate deportation be used, the County could save considerable bed days for offenders who are very likely to be deported anyway following disposition of their cases.

PART V. REGIONAL POSSIBILITIES

A Regional Corrections Group has been meeting over the summer to develop options for regional actions to deal with the impact of SB1145 and local corrections needs. The summary of their work appears in the Joint Letter of Intent. The highlights of that letter include the following:

Clackamas County obtaining access to OCIC in Oregon City and remodeling it. Clackamas County would rent beds to Multnomah and Washington on a short term basis as needed.

Clackamas County building an 80 bed restitution/residential center.

The state freeing beds in their system for 1145 offenders starting in January, 1997, to allow more transition time for the counties.

Washington County accelerating the timeline on the construction of their previously authorized jail and renting beds to the region on a short term basis.

Washington County expanding its Community Corrections Center by an additional 100 beds.

Washington County keeping its old jail on-line to help meet the region's immediate needs.

Multnomah County building/renting three community corrections centers housing 60 to 80 offenders each.

Multnomah renting space from the state and regional partners until adequate space available within the County.

The tricity partners building a large regional facility for sentenced offenders with 1145 construction dollars.

As is evident from the above recommendations, much of the Regional Discussion has centered on :

- the lack of time to adequately plan and implement 1145, given the current public safety needs
- how to manage inmates who will be staying in the counties after January, 1997
- the lack of a state commitment to assist in construction financing after July, 1997

Because of the one time only nature of the construction money, all the counties have been wanting to build facilities larger than they could currently fund operationally, to allow for expansion needs as the 1145 population grows. Therefore, proposals for 1000 bed sentenced facilities have been seriously discussed, even though no one County would have the resources to operate it immediately.

Two letters of intent were submitted on September 15. One from the region and one from Multnomah County.

Operational Costs and Funding

Program

Funding Source

	SB 1145	New Property Tax, County Share	Total New Property Tax, Available, w/Portland	New Revenue Sources, (BIT, Payroll)	Cost per Offender per year
MCRC Expansion		40 Beds \$1,000,000	40 Beds \$1,000,000	40 Beds \$1,000,000	\$25,000
MCDC Expansion		???	?????	?????	
Annex Expansion	40 Beds ?				
MCDC Booking Remodel	35 Beds ?				
Inverness Expansion		20 Beds(450) \$547,500	150 Beds \$4,106,250	450 Beds \$12,318,750	\$27,375
Minimum/Medium Security Facility- MCCF	250Beds(1000) \$5,931,250			1,000 Beds \$23,725,000	\$23,725
3 A&D Residential Facilities	240 Beds \$5,694,000				
Pretrial Release/Bracelets	360 slots \$365,000				\$ 1,014
2 Day Reporting Centers	470 slots \$2,050,000				
Forest Camp Expansion	40 Beds \$511,000				\$12,775
A&D and Mental Health Outpatient	400 slots \$730,000				\$ 1,825
Specialized Residential Housing	25 slots \$319,500				
Intensive Supervision	140 slots \$400,000				\$ 2,857
Mental Health Triage Facility		20 Beds \$365,000	20 Beds \$365,000	20 Beds \$365,000	\$18,250
Domestic Violence Intervention			? slots \$500,000		
Sanctions: quality of life crimes			? slots \$??	?????	
Juvenile A&D			15 slots \$508,000	30 slots \$1,016,000	\$33,867
Family Preservation			? slots \$396,000	? slots \$792,000	

Conflict Resolution			? slots \$125,000	? slots \$250,000	
Child Abuse Treatment			50 slots \$700,000	100 slots \$1,400,000	\$14,000
Juvenile Truancy			300 slots \$825,000	600 slots \$1,650,000	\$ 2,750
BEDS - OPERATIONAL	605	80	130	1050	
BEDS - CUMULATIVE	605	685	815	1,865	
BEDS - FUTURE CAPACITY	1355	1,865	1,865	1,865	
SLOTS - OPERATIONAL					
SLOTS - CUMULATIVE					
SLOTS - FUTURE CAPACITY					

Total Need	\$16,000,000	\$1,912,500	\$8,525,250	\$42,516,000
Amount Available	\$12,850,000	\$1,400,000¹	\$6,000,000¹	????

¹ Assumes \$1,300,000 of total available is used to renew library levy

Construction Costs and Funding

Program	SB 1145	GO Bond	Cost per Bed
MCDC Expansion		?????	
Inverness Expansion		450 Beds \$51,000,000	\$110,000
Inverness Annex Expansion	40 Beds ?		
Remodel of MCDC Booking	35 Beds ?		
Remodel of Courthouse Jail		? Beds \$?	
Minimum/medium Sec. Facility (MCCF property or alternative)	250 -1000 Beds \$18 - \$75,000,000		\$71,667
3 A&D Minimum Security Facilities	240 Beds \$12,800,000		\$40,000
2 Day Reporting Centers	\$2,700,000		
Forest Camp Expansion	40 Beds \$2,000,000		\$37,500
Specialized Residential Housing	25 Beds \$1,500,000		\$45,000
Mental Health Triage Center		20 Beds \$800,000	\$40,000
Technological Improvements		\$4,000,000	
New Juvenile Detention Facility Including Recent Expansion of Beds		192? Beds (Juv) \$30,000,000	

redo cost per bed

TOTAL	\$37-94,000,000	\$85,000,000
Amount Available	\$?	?????

redo totals



MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS

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BUDGET & QUALITY
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TO: Board of County Commissioners
FROM: Dave Warren *DCW*
DATE: September 18, 1995
SUBJECT: Renewal of the Library Levy

Attached is a brief overview of the projected financial status of the Library for the next three years. This projection was prepared to use in discussion with the Library Board prior to their work on levy decisions. It makes a number of assumptions that must be understood before it makes any sense.

1. Levy amount -- The overview assumes that the Library will continue to be funded by a separate levy. That levy is presumed to be at the same authorized rate (\$0.4034 per \$1,000) as the current levy.

The authorized rate would result in more property tax revenue than the projection shows. [The currently levied amount (95-96) for the Library is about a million less than the rate would produce.] However, as is the case with the jail levy, I have proceeded on the assumption that we will restrict property taxes in accordance with the agreement we have with Portland not to impinge on their "share" of the \$10 cap. Therefore, the amount in the projection is the current levy amount, plus 7% growth (the same growth as the last levy), plus \$1.3 million (equivalent to the Library levy share of the \$2.7 million County "share" of what we believe is available inside the cap.)

2. General Fund Support -- The overview assumes that the General Fund will continue to support the Library. It shows that General Fund support increasing annually by an amount equal to the increase in costs -- the "normal" constraint mechanism.
3. Expenditures -- Expenditures are estimated based on the 1995-6 budget. From the 1995-6 appropriations, we subtracted the one-time-only allocations included in the budget. The remaining budget was increased to account for higher costs at Midland and Central once the construction is complete and the programs begin to operate at full level. The resulting ongoing costs are inflated based on the best information we have about general cost increases during the next three years.

In addition, a set of additional services have been projected. These services are enhancements to the current program level.

What the projection suggests is that renewing the levy at the current rate would allow the Library to operate at its current level for the next three years, with significant minor enhancements as well.

Library

Projected Revenues and Expenditures

Revenue

	1996-97	1997-98	1998-99	Total
Inflation Rate		3.20%	3.30%	
Library Levy with Political Cap	14,797,888	15,833,740	16,942,102	47,573,730
Other Library Revenues	2,190,000	2,280,000	2,340,000	6,810,000
BWC	446,938	0	0	446,938
General Fund	6,579,808	6,790,362	7,014,444	20,384,614
Total	24,014,634	24,904,102	26,296,546	75,215,282

Revenue Assumptions

- Property Values Grow 9% Per Year.
- Same Rate as Current Levy- \$0.4034 per Thousand.
- 1996-97 levy amount is limited to 7% over 1995-96 plus 1.3 million.
- Library revenues grow by \$100,000 per year.
- BWC is assumed to be \$446,938 at the end of 95-96, and once spent, never appears again.
- General Fund changes at the same rate as Library current service level.

Available for Additional Services

Projected Revenue	24,014,634	24,904,102	26,296,546	75,215,282
Projected Budget Current Service Level	21,595,535	22,286,592	23,022,049	66,904,176
Amount Available for Additional Services	2,419,099	2,617,510	3,274,497	8,311,106

Additional Services Requested

Additional Hours at Branches	436,000	898,872	927,825	2,262,697	To begin January 2, 1997
Additional Hours at Central	229,000	442,728	457,338	1,129,066	To begin January 2, 1997
Additional Books/Library Materials	373,407	438,556	504,678	1,316,641	Avg per capita of 10 comparable lib. in 98-99
Automation Projects	466,991	566,000	566,000	1,598,991	
NW Branch	0	687,350	631,361	1,318,711	97-98-\$487,350 Start up & 1/2 of \$600,000 ongoing
Parkrose School Branch	225,000	230,000	230,000	685,000	96-97-start up costs only
Total Additional Services Requested	1,730,398	3,263,506	3,317,202	8,311,106	

Excess/(Deficit)	688,701	(645,996)	(42,705)	0
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NOTICE OF INTENT TO APPLY FOR CORRECTIONS FACILITY CONSTRUCTION FUNDS

County [Lead County]: Multnomah, Washington, ClackamasContact Person: Barbara Simon Telephone: 251-2503

Each county or group of counties that plans to apply for Corrections Facility Construction Funds authorized in SB 1145 should complete this form. This information will help the Department of Corrections to assist applicants to prepare the most effective request for these funds.

1. Cooperative and joint proposals are encouraged. Is your county working with other counties to develop a joint application? Yes X No
If the answer is yes, please list the counties included in your application:
Washington, Clackamas, Multnomah
2. Have the Commissioners of the county(ies) adopted a resolution to work toward submission of an application for correctional facility construction funding as authorized under SB 1145? Yes No X
3. Briefly, describe the type of facility to be proposed. Is it an expansion of an existing facility, a new jail, a work release center, work camp, or remodel of an existing facility?
See Attached
4. Identify the additional capacity this proposal will add to the existing capacity of the county or group of counties.
Short Term - 700
Long Term - 1320
5. What is the estimated total cost of the project?
\$104.4 million
6. Does the proposal under consideration request total or partial funding of the construction project described? Total X Partial
If the request is partial, how much is expected from SB 1145 authorized funds?
What is the source of the remainder of necessary construction funds?

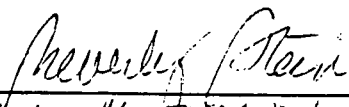
7. Will the proposed facility be on property currently owned by the county or one of the counties in the consortium? Yes _____ No x If not, has a property been identified for purchase in the event the application is approved? Yes _____ No x _____ We may be able to build a regional jail on property owned by one of the counties.
8. Identify the expected time needed to complete the following tasks:

Task	Estimated Completion Date
Property acquired or conditional agreement acquired	3-5 years
Conceptual drawings and design of the proposed project completed	1 year
If only partial project funding is expected, date the local share of project funding would be approved	
If proposed property must be approved for land use as a correctional facility, when is this expected to be completed?	1-3 years

9. How does the county or group of counties expect to provide operational funds for the proposed facility?

Impact fund

Approved for submission to the Oregon Department of Corrections:


 Chair, MULTICOUNTY County Board of
 Commissioners

Please send the completed form to: Jim Willis, SB 1145 Action Team Coordinator
 Department of Corrections
 2575 Center Street
 Salem, OR 97310

Completed Notices of Intent must be received by 5:00 p.m. on September 15, 1995.

In January 1997, counties will begin assuming responsibility for offenders with sentences of 12 months or less. This increased responsibility, a result of SB 1145, only compounds the existing shortage of jail beds for the tri-county area.

The region matrix releases approximately 5800 pre-trial and sentenced offenders each year because of inadequate jail space. This number does not take into account the projected growth of the local jail population over 20 years. According to the state's projections, the tri-county area will need capacity to deal with 864 sentenced offenders by July 1997. Assuming the same growth rate for this pool of offenders as has occurred over the last four years, this number will increase to 1433 within 15 years.

Rather than plan in isolation, officials of the tri-county area are interested in developing a regional strategy to provide a combination of programs and services aimed at restitution and accountability as well as secure jail beds to manage SB 1145 offenders.

One of the challenges with developing this plan is that the counties will be responsible for SB 1145 offenders before new facilities can be sited, designed and built. This plan incorporates both interim and long term solutions.

The interim plan may allow a member of the tri-county partnership to rent jail space from another partner and flex the inmate population and programs to achieve the greatest cost-effectiveness. It also relies heavily on the ability of the region to rent beds from the state until additional beds and programs are actually operational.

The options which are being considered by the tri-county area include the following possibilities. This entire proposal, however, is subject to change as the respective boards of each county make decisions about the actual content of the RFP to be submitted in November.

*Clackamas County will rent/buy/lease OCIC from the state and remodel it. (\$1.5 M)

An agreement among the three counties will allow for rental of as many as 300 beds in this facility. The rental availability of these beds will decrease as Clackamas County's jail population increases over time.

Clackamas will also build an 80-bed restitution center. (\$2.5M)

*The current time line for implementing SB 1145 is simply too short. New facilities in the tri-county area will not be operational when these sentenced offenders become the responsibility of the counties.

The state, as a participating partner, should temporarily free up beds in the state system for the SB 1145 sentenced offenders being returned to the tri-county area until other beds become available.

*Washington County is currently constructing a new jail. The potential to expand this facility to its maximum capacity could provide 200 beds to the region for rental. The availability of these beds will diminish as Washington County's pre-sentenced pool increases. (\$15.3 M)

Washington County may also expand its Community Corrections Center to house and treat an additional 100 offenders. These beds could then be available to the region until Washington County needs these beds for its own offenders. (\$2.6 M)

A third option under consideration by Washington County would be to keep its old jail on line to help meet the needs of the region. This facility has serious maintenance needs and cannot be used for an extended period of time.

The three counties will explore regional programming to better deal with specialized offender populations.

*Multnomah County will build/lease three community corrections centers housing 60 - 80 inmates. (\$7.5 M)

Multnomah County will rent space from Washington and Clackamas counties and the state until adequate space is operational to appropriately deal with its SB 1145 population.

*The tri-county area will build a large, regional facility for 1000 sentenced offenders. (\$75M)

NOTICE OF INTENT TO APPLY FOR CORRECTIONS FACILITY CONSTRUCTION FUNDS

County [Lead County]: MultnomahContact Person: Barbara Simon Telephone: 251-2503

Each county or group of counties that plans to apply for Corrections Facility Construction Funds authorized in SB 1145 should complete this form. This information will help the Department of Corrections to assist applicants to prepare the most effective request for these funds.

1. Cooperative and joint proposals are encouraged. Is your county working with other counties to develop a joint application? Yes X No
If the answer is yes, please list the counties included in your application:
If our regional effort is unsuccessful, then Multnomah County will submit a separate RFP.
2. Have the Commissioners of the county(ies) adopted a resolution to work toward submission of an application for correctional facility construction funding as authorized under SB 1145? Yes No X
3. Briefly, describe the type of facility to be proposed. Is it an expansion of an existing facility, a new jail, a work release center, work camp, or remodel of an existing facility?
See attached
4. Identify the additional capacity this proposal will add to the existing capacity of the county or group of counties. Ability to manage 1430 offenders over the next 15 years.
5. What is the estimated total cost of the project? 86 million
6. Does the proposal under consideration request total or partial funding of the construction project described? Total X Partial
If the request is partial, how much is expected from SB 1145 authorized funds?
What is the source of the remainder of necessary construction funds?

7. Will the proposed facility be on property currently owned by the county or one of the counties in the consortium? Yes _____ No _____ If not, has a property been identified for purchase in the event the application is approved? Yes _____ No X _____ We have not identified sites. We may be able to build on land which the County owns.

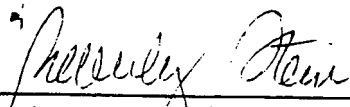
3. Identify the expected time needed to complete the following tasks:

Task	Estimated Completion Date
Property acquired or conditional agreement acquired	3-5 years
Conceptual drawings and design of the proposed project completed	1 year
If only partial project funding is expected, date the local share of project funding would be approved	
If proposed property must be approved for land use as a correctional facility, when is this expected to be completed?	1-3 years

How does the county or group of counties expect to provide operational funds for the proposed facility?

Impact funds

Approved for submission to the Oregon Department of Corrections:


Chair, _____ County Board of Commissioners

Please send the completed form to: Jim Willis, SB 1145 Action Team Coordinator
Department of Corrections
2575 Center Street
Salem, OR 97310

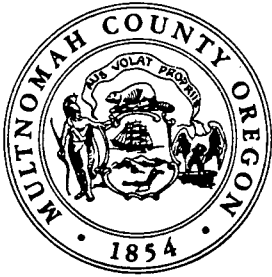
Completed Notices of Intent must be received by 5:00 p.m. on September 15, 1995.

Multnomah County annually matrix releases 4000 pre-trial and sentenced offenders. 400 additional jail beds are needed to manage the current matrix problem. In January 1997, Multnomah County will begin assuming responsibility for offenders with sentences of 12 months or less. According to the state's projections, we will need capacity for 700 additional offenders, not counting our matrix release problem, to manage the first round of SB 1145 inmates. Assuming the same growth rate for this pool of offenders as has occurred over the last five years, this number will increase to 1155 by the year 2010. This is a low estimate as it does not factor in the projected general population increase for the metropolitan area over the same period of time.

Multnomah County will be responsible for SB 1145 offenders before new facilities can be sited, designed and built. Our plan relies heavily on our ability to rent beds from the state and/or from other counties until additional beds and programs are actually operational. We want to build a new minimum to medium facility with residential alcohol and drug programs built into the jail or located in the community. We will also expand our day reporting centers and our forest camps. We anticipate that the jail will take from three to five years to become operational depending upon how difficult siting is.

Our strategy for dealing with the SB 1145 offender involves a combination of jail beds and programs. Many of the SB 1145 offenders are repeat parole and probation violators. This population needs to start out in prison and work their way into programs which will help them become productive citizens. We are also planning through the year 2010 because it makes little sense to build based on projections which only extend two years. We also believe that we will be able to rent beds to other counties over the next ten years as their sentenced population also increases.

Because the Board of County Commissioners has not had an opportunity to thoroughly discuss this plan, the RFP which will be submitted in November may be different than this letter of intent.



Beverly Stein, Multnomah County Chair

Room 1515, Portland Building
1120 S.W. Fifth Avenue
Portland, Oregon 97204

Phone: (503) 248-3308
FAX: (503) 248-3093
E-Mail: MultChair@aol.com

September 20, 1995

To: Board of County Commissioners
Sheriff
District Attorney
Department Managers

From: Bill Farver *BF*

Re: Capital Improvements Plan for Voter Approval

- - - - -
Resolution 95-174 - the Multnomah County Strategic Space Plan - resolved that the County Chair develop a capital improvements plan for potential submission for voter approval.

The pertinent part of the Resolution reads as follows:

INDENT

This plan should explore the feasibility of a regional integrated criminal justice facility(ies) and the potential long-term uses of the Multnomah County Courthouse, a new health facility, and other alternatives proposed in SERA's report. This plan should further incorporate the recommendations of the Public Safety Facilities Task Force for future detention and community corrections space needs, as well as the recommendations of the Courts Task Force. In addition, this plan should consider seismic findings in affected facilities, current County facilities that could be disposed of or converted to other uses, and identifiable cost savings to Multnomah County taxpayers through increased operational efficiencies and/or reductions in leased costs, as suggested in the SERA report.

What follows is a preliminary listing of the possible areas for a GO Bond and the process for developing recommendations under each area. I would appreciate your thoughts. You'll have the opportunity to discuss this at the September 29 retreat.



I. CRIMINAL JUSTICE FACILITIES - see chart and separate memo

The principle options for funding using 1145 construction dollars from the state and County GO Bon are listed in the attached public safety options memo and incorporated into the facilities chart. Final recommendations will go to the Local Public Safety Coordinating Council in October before returning to the Board.

II. INTEGRATED CRIMINAL JUSTICE FACILITY \$94,000,000

The Courts Task Force is expected to support SERA's recommendation that we construct a new integrated criminal justice facility, including courtrooms, holding space for offenders, and offices for community corrections and district attorneys. They will present a detailed proposal by November 30, 1995. The holding space for offenders would at a minimum replace the current 70 beds at MCCJ. Leading this effort are Doug Bray, Tamara Holden, and Betsy Williams.

III. LONG TERM USES OF COUNTY COURTHOUSE \$37,000,000

SERA recommended that the current County Courthouse be remodeled (including seismic) for use as a long term, centrally located County Building. I asked Facilities to review their recommendation and develop specific cost figures and a plan about what county functions could be co-located.

This central administration, program and program support facility would probably include the Chair and Board, Management Support Services, the Auditor, Community and Family Services, Aging Services, Community Corrections, and Environmental Services.

The City of Portland is currently considering options developed with SERA that may involve requests to work jointly with them on new and existing buildings to accomplish this same objective.

IV. EAST COUNTY PUBLIC SAFETY FACILITY \$15,000,000

Gresham and the NE Cities have been interested in a more convenient booking facility for their needs. Constructing such a site with 50 short term holding cells could meet this need and assist in the backlog in central booking. This facility could also house the Sheriff's ongoing law enforcement functions and free up the Hansen Building for sale or reuse.

V. NEW HEALTH FACILITY \$19,000,000

SERA recommended that a new Health Facility be constructed. I will ask Facilities to work with Health to develop a specific proposal with cost figures and a clearly defined use. This building would house central Health functions, general administration and support services, and Community and Family Service programs.

VI. NEW GRESHAM SENIOR CENTER AND HEALTH CLINIC \$6,000,000

A new, larger Gresham Neighborhood Center will be constructed on the existing site and will continue to house the East County Health Clinic as well as space for a new East County Aging Services Office.

VII. LIBRARY BRANCHES \$25,000,000

The SERA study intentionally did not address the long term needs of the library branches. The preliminary work of the separate library group considering these needs indicates the library's need for an additional "superbranch" along the lines of Gresham and Midland, a new branch in Northwest Portland, and extensive improvements to the other existing branches. The amount listed is a placeholder while more detailed work is proceeding.

VIII. IMPLEMENTATION OF OTHER NEEDED FACILITIES

SERA recommended the construction, renovation or additions to several additional facilities. They include:

- New Morrison Building (for administrative and support services space including Ford Bldg. functions)
\$6,000,000
- Mead Building (renovation for Aging, support serifs and DA support enforcement) \$7,000,000
- Ford Building (renovation for storage)
\$4,000,000
- Seismic improvements not otherwise covered
\$25,000,000 (placeholder)

In addition, Commissioners have or may identify capital issues consistent with the County's mission and urgent benchmarks. For example:

- Child Abuse Reception Center

I have asked Facilities to project how we could accomplish some or all of these through COPs, assuming we sell some existing facilities and properties (e.g. Hawthorne Bridgehead, McCoy, Hansen) and avoid some projected remodeling and seismic costs. I would want to be able to explain to the public how this request fits into accomplishing our overall County facilities plan.

c. Facilities Staff

POSSIBLE COUNTY FACILITIES PLAN FOR MAY, 1996 GO BOND

FACILITY	COST
	ALL ARE ESTIMATES
EXPANSION AND REMODEL OF EXISTING FACILITIES MCDC - ADDITIONAL CELLS INVERNESS ANNEX COURTHOUSE JAIL MCDC BOOKING MENTAL HEALTH TRIAGE CENTER SECURE BEDS (possible for 1145 Capital money)	?
INVERNESS EXPANSION	\$51,000,000 FOR 450 BEDS
TECHNOLOGICAL IMPROVEMENTS - PUBLIC SAFETY	\$4,000,000
NEW JUVENILE DETENTION FACILITY INCLUDING RECENT EXPANSION AND NEW COURTS (currently partly on COPS.)	\$37,000,000
CRIMINAL JUSTICE FACILITY	\$94,000,000
REMODEL OF CURRENT COURTHOUSE	\$37,000,000
EAST COUNTY PUBLIC SAFETY FACILITY	\$15,000,000
HEALTH FACILITY	\$19,000,000
GRESHAM HEALTH AND SENIOR FACILITY	\$ 6,000,000
LIBRARY BRANCHES	\$25,000,000

TOTAL COSTS

\$ 287,000,000

facilitiesdoc

DRAFT**MULTNOMAH COUNTY COURTS TASK FORCE****Purpose**

The Courts Task Force is created by Board of County Commissioners Resolution 95-174, dated August 3, 1995. The **purpose** of this task force is to "*develop an optimal solution to the space needs of the courts system.*"

Issues to be considered in the course of the task force's work include the following:

- Courts facility needs;
- Courts operational issues to achieve maximum efficiency in space utilization by the court system in Multnomah County (including technological innovation and court scheduling);
- Interrelationships between the Courts and other ancillary criminal justice functions (such as District Attorney, Community Corrections, Sheriff) as they relate to joint facility needs;
- Feasibility of an integrated criminal justice facility(ies), as recommended by SERA Architects in the Multnomah County Strategic Space Plan;
- Alternative funding strategy(ies), including but not limited to private/public partnerships, joint participation by the County and the State, general obligation bonds, certificates of participation, lease-back and/or lease-purchase arrangements;
- Current and future fiscal and statutory constraints affecting future Court space needs.

In addition, the task force is expected to consider the findings of the Multnomah County Auditor in his independent study to evaluate current Courthouse usage, operations, and future needs of the Courts system.

Recommendations of this task force should include, but are not limited to, the following:

- a) Recommended facility(ies) to meet future needs of both the Courts as well as other criminal justice functions in Multnomah County, including the potential long-term uses of the Multnomah County Courthouse.
- b) Appropriate role(s) for Multnomah County and State of Oregon in planning, funding, and operation of such facility(ies) and necessary legislative action to enable these respective roles.
- c) Recommended use of technological innovations (such as video arraignment, video conferencing, etc.) to increase efficiencies in the criminal justice system, while minimizing the need for space and facilities.
- d) Other operational recommendations (such as community court, weekend and/or night court, sharing of courtrooms) that could further minimize the need for space and facilities while optimizing efficiencies in the system, if appropriate.
- d) Siting alternative(s) to best meet the future needs of the criminal justice system to best serve the community in Multnomah County.
- e) Recommended funding strategy(ies), including whether or not to incorporate all or some portion of the Courts space needs in a future Multnomah County general obligation bond proposal to submit to the voters.

DRAFT

Multnomah County Courts Task Force
Page Two

Composition of Task Force

Resolution 95-174 states that this task force *"should include members from all sectors of the public safety community, as well as representatives from local business, the legal community, Citizen Budget Advisory Committee, and public at large."*

It is recommended that the Task Force be **twelve to thirteen members**, comprised primarily of members of the current Public Safety Facilities Task Force. Recommended members include:

- Presiding Judge, Multnomah County - Co-Chair
- Multnomah County Chair - Co-Chair
- District Attorney
- Sheriff
- Director, Community Corrections
- Member of Crime Commission
- Member of Citizen Budget Advisory Committee
- Member of Public-at-Large
- Representative of Local Business Community
- Representative from Portland Bar Association
- One or two additional judges

Staff support will be provided by the State Court Administrator, the County Chair's Office and the Department of Environmental Services.

Timeline

Recommendations are due to the Board of County Commissioners no later than **November 30, 1995.**

Crucial Decisions

Timelines for the 1996-97 Budget

August 1995	Day	Responsible Party
Preliminary operating costs for next 3-year Library programs	8/31	Library and Budget
September 1995	Day	Responsible Party
Public Safety Facility Task Force reviews proposals for SB 1145, building construction, and local tax strategy	9/8	Chair, Managers, Commissioners
Review preliminary Library costs with Library Board	9/19	Library and Budget
Format for 5 Year Financial Forecast decided on	9/22	Budget and Quality
Board review levies/Tax Base issue, SB 1145 possibilities	9/29	Chair, Managers, Board
October 1995	Day	Responsible Party
Public Safety Facility Task Force recommends SB 1145 and local tax strategy	10/3	Chair, Managers, Commissioners
Budget manual prepared	10/15 - 12/5	Budget and Quality, Program Staff
Economic Roundtable reviews economic projections	late October	Budget and Quality
November 1995	Day	Responsible Party
Application to State for SB1145 construction money	November	
Consider potential action plans for 96-7	11/7	Chair, Board
County application for SB 1145 Construction support	15-Nov	Chair, Managers, Board
5 Year Financial Forecast presented to Board	11/15	Budget and Quality
Action Plans for 96-7 developed	11/13 - 12/15	Chair, Managers, Budget and Quality

Crucial Decisions

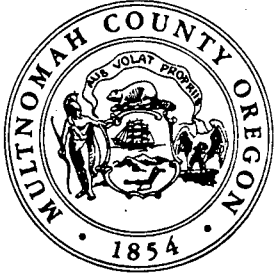
Timelines for the 1996-97 Budget

November 1995 (continued)		
	Day	Responsible Party
Budget manual prepared	10/15 - 12/5	Budget and Quality, Program Staff
Key Budget Decisions presented to BCC/CBAC's	late November - early December	Budget and Quality
December 1995		
	Day	Responsible Party
Key Budget Decisions presented to BCC/CBAC's	late November - early December	Budget and Quality
Debriefing with Chair of Key Budget Decisions, discussion of constraint level	early December	Budget / Chair
Budget packet (manual, PSW, etc.) distributed to departments	12/5	Budget and Quality
Constraint figures established for departments	12/11	Budget and Quality
Board calls for hearing on March Bond Measure	12/12	Finance, Board
Budget training	mid-December	Budget and Quality
January 1996		
	Day	Responsible Party
March election Serial levy proposals, Bond measure final form for Board Agenda	1/2	Departments, Budget and Quality, Finance
March election Serial levy proposals to elections ? Bond measure ?	1/11	Board

Crucial Decisions

Timelines for the 1996-97 Budget

February 1996		
Board calls for hearing on bond measure for Primary election	2/1	BCC
	2/12	
May election Bond measure, Tax Base, or serial levy in final form for Board Agenda		Departments, Budget and Quality, Finance
Departments submit budget request to Budget & Quality and CBACs	2/15	Departments
Budget & Quality reviews requests	2/15-3/7	Budget and Quality
Board places Bond, Tax Base, or serial levy on May Ballot (in time for voters pamphlet)	2/20	Board
March 1996		
	Day	Responsible Party
Chair's Office reviews requests	3/11-3/29	Chair / Departments / Budget
May election Bond measure, Tax Base, or serial levy in final form for Board Agenda	3/11	Departments, Budget and Quality, Finance
Board places Bond, Tax Base, or serial levy on May Ballot (no voters pamphlet)	3/21	Board
April 1996		
	Day	Responsible Party
Final Chair budget decisions	4/2	Chair / Budget / Departments
Document to printer	4/18 ?	Budget and Quality
May 1996		
	Day	Responsible Party
Budget Hearings begin	5/1	Chair / Budget / Departments / Board



Beverly Stein, Multnomah County Chair

Room 1515, Portland Building
1120 S.W. Fifth Avenue
Portland, Oregon 97204

Phone: (503) 248-3308
FAX: (503) 248-3093
E-Mail: MultChair@aol.com

September 20, 1995

To: Board of County Commissioners

From: Bill Farver *Bill*

Re: Liaisons/project discussions

- - - - -

The following is what I heard and learned in talking with each of your about the liaison roles and projects you would like to pursue and be involved in.

1. We don't need a single definition of a "liaison" role. We need to develop a shared understanding of how we can work together to be successful. No "cookie cutter" approach. The key is communicating and understanding the different approaches.
2. "Projects" are a satisfying way to proceed. They provide a feeling of accomplishment and evidence of a record of achievement.
3. Projects come from a variety of sources:
 - constituents/neighborhood meetings
 - assistance to the mission of the liaison department
 - values and expertise
 - general interests outside of liaison area
4. Observations: Groundrules:
 - the Board role can be a difficult one because it's not well defined; Board members want to help the County achieve its mission and gain a sense of mutual accomplishment
 - Board would like to help the Departments accomplish their mission - would like to be viewed as "another pair of hands"
 - Board members understand and are respectful of the management role and are uncomfortable when they feel they are crossing it. Maria can assist Board members, staff, and Department staff in sorting through awkwardness here.



- Board members want to be told if tell us if their ideas seem stupid or more likely, worthwhile, but not as high a priority as other things that Departments feel they have to do. They want honest feedback, not being "yessed to death". Again, I think Maria can be of assistance in sorting out potential conflicts.

- Board doesn't want to be limited to liaisons to pick projects, but does need to communicate up front about it to avoid duplication of effort. Maria can help facilitate here with the assistance of Board staff.

- The Board values the ability to discuss and disagree on policy with mutual respect

- The Board wants to advance policy around good discussions around benchmarks and are very interested in the forums. There is interest in assuming leadership/"cheerleading" responsibility for urgent Benchmarks. The logistics of this need to be discussed further, but I hope to have some thoughts for you at the retreat.

- The Chair's office can make more use of the Board in pursuing projects and issues

- The actual assignments as liaison are of most importance to Sharron and Tanya and no one feels a burning desire to shift assignments.

I hope these notes are useful to you as you prepare for the retreat.

bdliarol.doc

GARY HANSEN
Multnomah County Commissioner
District 2



1120 S.W. Fifth Avenue, Suite 1500
Portland, Oregon 97204
(503) 248-5219

TO: Bill Farver and Maria Rojo de Steffey

FROM: Commissioner Gary Hansen

Re: Project list

Date: September 19, 1995

Health north Portland health clinic
 regional health planning

Sheriff 1145 funding
 drug facility
 booking fee
 INS booking/release situation

Continuing Projects:

- North-Northeast integrated services
- Coordinated services
- Neighborhood Caseload
- Beach School coordinator
- Success Academy
- Clara de Vista
- Madison/Grant Caring Community
- Jefferson Caring Community
- Parks coordinator-mentoring sports programs

Other Association of Oregon Counties



TANYA COLLIER'S PROJECTS

Animal Control Ordinance

Assist the Animal Control staff and citizen committee in the rewrite of the Animal Control Ordinance that will come to the Board of County Commissioners in December/January.

Dogs in the Park Task Force

Work with Animal Control, Portland Parks, Commissioner Hales' office, and neighborhood associations to complete Task Force efforts in testing this innovative idea for allowing dogs to run off leash in specified areas of Portland parks.

Animal Control Advisory Council

Work with this group to ensure that chronic Animal Control issues are resolved and service improvements continue.

EMCTC

Serve as Chair of this East County group which helps set the JPACT agenda. Transportation issues are among the most complex of issues confronting Multnomah County.

JPACT

Work to make sure that the May ballot measure for the gas tax increase includes bridge maintenance dollars and to represent County's interests in the regional transportation planning process.

Willamette Light Brigade

Work to get this citizens group on a sound footing to advocate for the Willamette River bridges. This includes partnership with APP and hiring of half-time staff person. Key part of the community outreach that will ensure support and funding for future bridge needs.

Facilities Plan

Work with Betsy Williams of DES to see that the long range facilities plan for County buildings moves through the bureaucratic processes in a timely fashion and onto the ballot for a decision by the voters. There are important fiscal, political and service impacts which need to be considered.

Midland Library Construction

Work with Library staff and members of the community to ensure timely completion and continued community support of this project.

Library Board Meetings

Attend all Library Board meetings to ensure County's relationship to Library Board is a good one. Assist in integrating library's long range plan into policy and budget.

Brentwood/Darlington Community Family Resource Center

Work with Center Board and neighborhood to complete private sector fundraising and all project activities. Doors are to open to neighborhood in summer of 1996.

School Based Health Clinics

Work with County staff, Portland Public Schools, Lane Middle School, and neighborhood to ensure construction and opening of clinic in spring of 1996. This coincides with the Brentwood/Darlington Community Family Resource Center.

SIP Follow Up

Work with County Board, staff, and social service providers and members of the community to draft an implementation plan necessary to implement needed workforce recruitment, training, and support services to maximize the SIPS agreements approved by the Board of County Commissioners. Work on process for distribution of the Community Service Fee and the housing dollars.

SHARRON KELLEY
Multnomah County Commissioner
District 4



Portland Building
1120 S.W. Fifth Avenue, Suite 1500
Portland, Oregon 97204
(503) 248-5213

MEMORANDUM

TO: Beverly Stein, County Chair
FROM: Commissioner Sharron Kelley
RE: Project Lists
DATE: July 5, 1995

RECEIVED

JUL 06 1995 *ES*

BEVERLY STEIN
MULTNOMAH COUNTY CHAIR

I am writing to respond to your request to list the projects on which my office is working as well as future interests. As you can see, I am interested in continuing the projects we have started. I also expect that this list will continue to evolve even prior to the retreat.

CURRENT PROJECTS	DESIRED FUTURE PROJECTS
1000 Cranes Peace Award Mediation Anti-Violence Public Education/Community Awareness Campaign Anti-Violence White Paper Implementation Police and Crisis Services White Paper Implementation Mental Health Diversion Legislative Mental Health Task Force Public Safety Facilities Task Force Russellville Cable Contract Renewal and Community Needs Ascertainment World Wide Web/Internet/County connection Computer Security Issues	1000 Cranes Peace Award Mediation Anti-Violence Public Education/Community Awareness Campaign Anti-Violence White Paper Implementation Police and Crisis Services White Paper Implementation Mental Health Diversion Legislative Mental Health Task Force Public Safety Facilities Task Force Russellville Cable Contract Renewal and Community Needs Ascertainment World Wide Web/Internet/County connection Computer Security Issues Land Use Planning Redesign Committee and follow-up



DAN SALTZMAN, Multnomah County Commissioner, District One

1120 S.W. Fifth Avenue, Suite 1500 • Portland, Oregon 97204 • (503) 248-5220 • FAX (503) 248-5440

SALTZMAN PROJECTS

DA/Child Support Initiatives

To work with the DA to develop programs which will enforce the role of young fathers through collecting child support etc.; develop ordinance to permit revocation, at state request, of city/county permits and licenses for those who owe over \$2500 in unpaid child support.

Downtown Homeless Youth Agreement / Facility

To work with Portland Police, downtown homeless youth providers, and business leaders to create a Community Policing Agreement that addresses the growing number of homeless youth in downtown Portland; create a central facility for services to homeless youth.

Federal Courthouse

To include a federal jailspace as part of the Federal Courthouse project to free up space in County Jail facilities.

Howell Territorial Park

Work with Metro/Oregon Historical Society/Area residents to enhance tourism on Sauvie Island, while preserving the integrity of the landscape.

Moorage/Sauvie Island Issues

To monitor the progress of the Sauvie Island/Multnomah Channel Plan and other related issues.

Noise Enforcement Project

To explore alternatives to create noise enforcement programs for Multnomah County.

Northwest Library

To establish a library branch in Northwest Portland.

Child Abuse Training

To train postal workers, utility workers and others with broad community exposure to know signs of child abuse and how to notify if abuse is suspected.

Reception Center

To create a short-term care center for children removed from the home for their own safety where they can be assessed and kept safe while longer-term placement or family reunification is pursued.

Restaurant Inspection Gold Star Program

To create an addition to the Restaurant Inspection Program that will recognize and encourage excellence in safe and healthy restaurant operations.

Senior Stable Funding Project

To explore more stable funding and better delineation between city and county.

Services to Youth with Severe Disabilities

Monitor development of program for citizens with developmental disabilities after they reach 21 years of age.

Teen Smoking Initiative

Develop proposals to reduce teen smoking in Multnomah County.

Temporary Restraining Order

To negotiate new guidelines for TRO's being served on private property with companies who have been resistant to such service; develop new strategies to enforce TROs.

WORKPLAN FOR 1995-96 BENCHMARKS FORUMS

A. General outcomes desired

1. To increase our shared understanding of current conditions, trends, systems and needs related to the benchmarks.
2. To prepare BCC to review and approve budgets for County strategies and program goals supporting the benchmarks.
3. To identify specific ways for the County to promote collaborative efforts towards the benchmarks.

B. Tentative monthly topics and dates

1. October - spousal domestic violence & elder abuse
Thursday 10/5 [DV]
Thursday 10/12 [Elder]
Tuesday 10/31[DV]
2. November - juvenile violence related benchmarks
Tuesday 11/14
Thursday 11/30
3. December - good government related
Thursday 12/7
Tuesday 12/ 19
4. January - adult crime related benchmarks
5. February - access to health and mental health care services benchmarks
6. March - teen pregnancy and child abuse related benchmarks
7. April - reserve for budget review worksessions*
8. May - reserve for budget review worksessions*
9. June - reserve for budget adoption worksessions

*Note: If the Board prefers, benchmark forums could continue through April and May. If so, the suggested topics for April are the workforce and contractor diversity benchmarks. In May, the focus could be the good government related benchmarks.

C. Initial thoughts on forum topics & design

1. Two or three, 1 to 1 1/2 hour briefings each month
2. Suggested elements :
 - a) staff reports prepared in advance;
 - b) data -based discussion;
 - c) involvement of partners and/or experts;
 - d) active engagement of Board;
 - e) at least one televised session
 - f) content addressing key questions attached

KEY QUESTIONS FOR BENCHMARK FORUMS

DESIRED OUTCOMES	KEY QUESTIONS
<p>1. To increase our shared understanding of current conditions, trends, systems and needs related to the benchmarks.</p> <p>2. To prepare BCC to review and approve budgets for County strategies and program goals supporting the benchmarks.</p>	<ul style="list-style-type: none"> • What are the existing community conditions, trends, systems and needs? • How do we compare with others? • What would happen if we didn't achieve this benchmark? • Who has leadership responsibility for the benchmark -related efforts within departments and across the County? Are we satisfied with these roles and level of effort? • What are the County's goals and strategies? Who has endorsed them? Would Board approval be useful at this time? If not, when? • What are the "key results" expected from County programs which are working to achieve this benchmark?
<p>3. To identify specific ways for the County to promote collaborative efforts towards the benchmarks.</p>	<ul style="list-style-type: none"> • Who are our community partners? Has anyone assumed responsibility for leadership across the community? • How can we help support collaboration and community investment in the benchmark? • Are we ready to recommend targets for this benchmark?

DOMESTIC VIOLENCE:
A FORUM ON CURRENT CONDITIONS, SYSTEMS, TRENDS AND NEEDS

Thursday, October 5, 1995
10:30 - 12:00

Draft Agenda

- | | | | |
|------|---|------------------|---------|
| I. | Welcome and Introductions | Sharron Kelley | 5 min. |
| II. | Overview | Chiquita Rollins | 20 min. |
| | <ul style="list-style-type: none">• the incidence of domestic violence in Multnomah County• the four pillars of domestic violence prevention• how we compare with others• promising practices getting results in other communities | | |
| III. | Trends, Challenges, Successes and Emerging Issues
in the Four Pillars of Domestic Violence Prevention | Panel Discussion | 60 min. |
| | <ul style="list-style-type: none">1) Law Enforcement, Criminal and Civil Justice
Stacey Heyworth ?
District Attorney's Office2) Emergency Shelter / Survivor Services
Pat Hill
West Women's and Children's Shelter3) Public Education
Belle Bennett
Community Advocates for Safety and Self-reliance4) Long Term Support
Susan Winter
YWCA Women's Resource Center | | |
| V. | Closing | Sharron Kelley | 5 min. |

DOMESTIC VIOLENCE:

A BRIEFING ON THE COUNTY'S ROLE AND STRATEGIC PRIORITIES

Tuesday , October 31, 1995

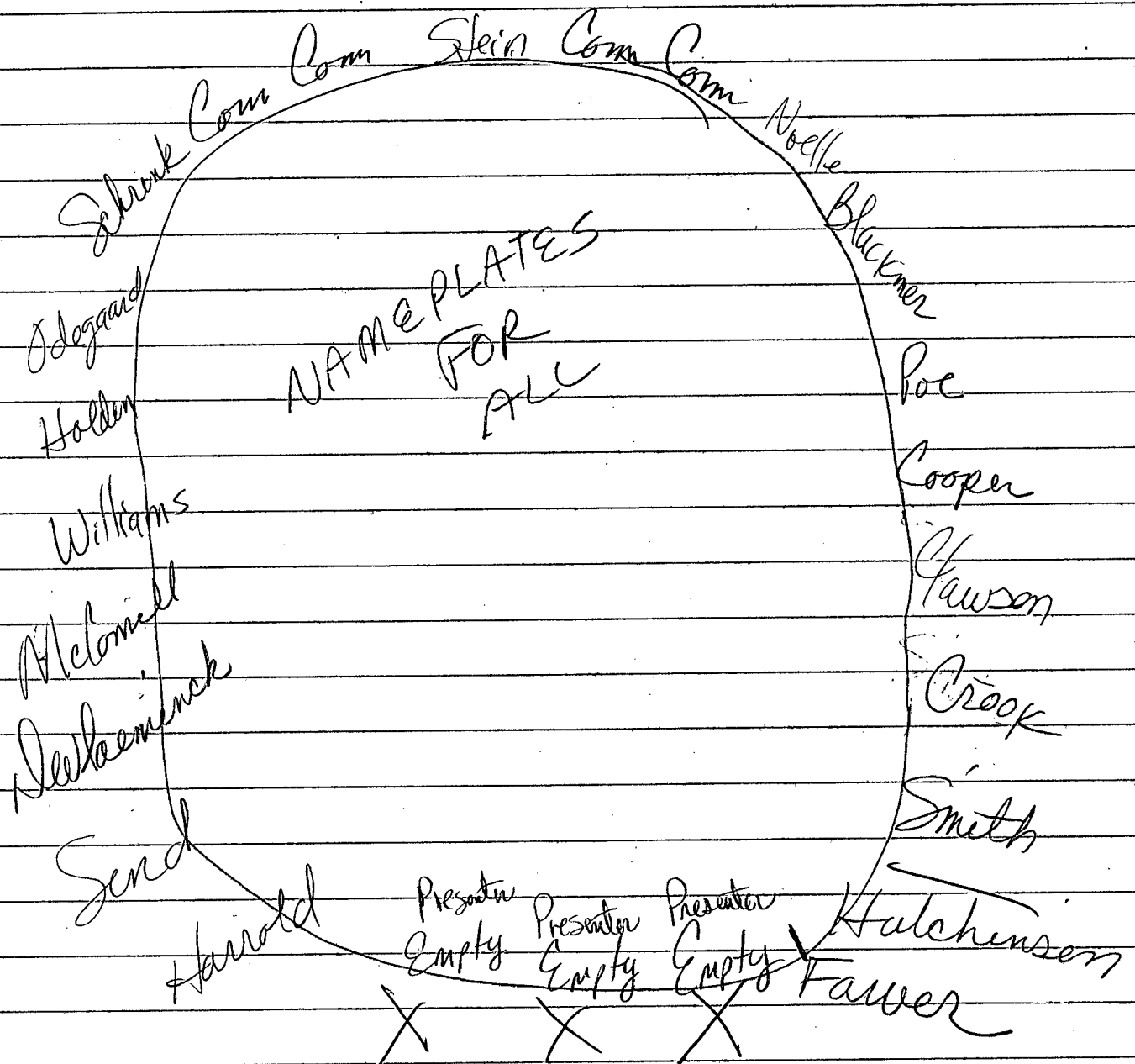
9:00 - 10:30

Draft Agenda

- | | | | |
|------|---|------------------|---------|
| I. | Welcome and Introductions | Beverly Stein | 5 min. |
| II. | Key Roles/ Responsibilities for County Staff* | Chiquita Rollins | 10 min. |
| | | [others?] | |
| | Family Violence Intervention Steering Committee | | |
| | Domestic Violence Prevention Coordinator | | |
| | Community and Family Services | | |
| | District Attorney's Office | | |
| | Sheriff's Office | | |
| | Community Corrections | | |
| | Health Department | | |
| III. | County Role in Strategic Priorities* | Chiquita Rollins | 20 min. |
| | | [others?] | |
| | Steering Committee Priorities sorted by County role: | | |
| | direct implementation responsibility ; or | | |
| | advocacy role | | |
| | Other Related County Program Efforts | | |
| III. | Focused Discussion on Key Priorities | Chiquita Rollins | 30 min. |
| | for 1995-96 and 1996-97* | [others?] | |
| | Data collection | | |
| | Proportionality of Funding | | |
| | Evaluation of System | | |
| | Increasing services | | |
| | Coordination with Violence Prevention, Family Centers | | |
| | [this is a tentative listing] | | |

* REVIEW AND DISCUSSION OF FINDINGS AND RECOMMENDATIONS
PRESENTED IN STAFF REPORT

September 29 Meeting



Staff & Audience
20-30 Seats

Food - morning / after noon
Coffee, Tea, Light Pastries
NO LUNCH
Coffee, Punch

*Board, Elected Officials
+ Manager Repeat
9-29-95
Handout #1*

OPTIONS AND FINANCIAL IMPLICATIONS

CURRENT SCENARIO

Capital

- Proposed County Capital Costs and General Obligation Bonds
- Debt -- Currently authorized and proposed in Multnomah County

Operating costs

- Library expanded facilities
- Adult justice costs
- Juvenile justice costs
- Other ongoing costs
 - Ongoing full year costs of OTO 95-6 funding
 - Data Processing / Capital infrastructure
 - Grim prospects
- Operating cost summary

REVENUE SOURCES

- Property Tax
 - Serial Levy
 - Tax Base
 - Property Tax Limits for next three years.
- Payroll Tax
- BIT

CURRENT SCENARIO

Capital Costs -- County GO Bond Possibilities*

<u>Facility</u>		<u>Low End</u>	<u>High End</u>
Public Safety			
• Jail	400 Beds	\$ 25,000,000	0
	1,500 Beds	0	\$ 75,000,000
• Booking/Intake		30,000,000	39,000,000
• Courts	Option 1	99,000,000	0
	Option 2	0	101,000,000
• Video		610,000	610,000
• JDH (Courts and program space)		8,000,000	8,000,000
• Replace JDH COP's		32,000,000	32,000,000
Other Buildings			
•	Option 1	78,000,000	0
	Option 2	0	83,000,000
Total Costs		\$ 272,610,000	\$338,610,000
•			
<u>Not included</u>			
• Library Buildings		?	?
• Seismic Upgrades		?	?

- *Roads and Bridges*
 - *six cent gasoline tax as funding source, no impact on property tax rates.*

*These costs are based on estimates included in the Strategic Space Plan. More accurate and current amounts will be available as the possibilities are refined this fall and winter.

CURRENT SCENARIO Continued

Capital Climate

Debt Table

<u>Agency</u>	<u>Total Amount</u>	<u>Rate per \$ Thousand</u>	<u>Impact on Taxpayer (\$150,000 house)</u>
CURRENTLY AUTHORIZED			
Tri Met	\$ 450 million	\$1.35 per \$1,000	\$202 annually
Metro	115 million	34¢ per \$1,000	51 annually
School District 1	101 million	30¢ per \$1,000	45 annually
Portland	73 million	21¢ per \$1,000	32 annually
Multnomah County:			
	<u>29 million</u>	<u>9¢ per \$1,000</u>	<u>13 annually</u>
Subtotal	\$ 768 million	\$ 2.28 per \$1,000	\$343 annually
Already Issued	\$ 314 million	93¢ per \$1,000	\$140 annually
PROPOSED BONDING			
<u>Other Government Proposals</u>			
School Dist. 1	197 million	59¢ per \$1,000	\$88 annually
Metro (Zoo, Convention Center)	60 million	18¢ per \$1,000	\$27 annually
<u>County needs</u>			
<u>Public Safety</u>			
low end	195 million	58¢ per \$1,000	\$87 annually
high end	256 million	77¢ per \$1,000	\$115 annually
<u>Other Buildings</u>			
low end	78 million	24¢ per \$1,000	\$36 annually
high end	<u>83 million</u>	<u>25¢ per \$1,000</u>	<u>\$38 annually</u>
<u>Subtotal Proposed</u>			
<u>Bonding</u>			
low end	\$ 530 million	\$1.59 per \$1,000	\$239 annually
high end	596 million	\$1.79 per \$1,000	\$268 annually
Combined Debt Assuming Proposals Pass			
low end	\$ 1.29 Billion	\$3.87 per \$1,000	\$581 annually
high end	\$ 1.36 Billion	\$4.07 per \$1,000	\$610 annually

Note: This compares to Current Operating Taxes
Bonds could drive property taxes 26% above the \$10 cap

\$15 per \$1,000 \$2,225 annually

CURRENT SCENARIO Continued**Operating Costs -- Ongoing revenue needed for:**

- *Library ongoing and expanded facilities*
- *New projects*

Program enhancement	Low End*	High End*
Additional hours at branches and Central	\$ 0.7 million	\$1.3 million
Additional Materials (to reach average per capita of comparable libraries)	0.4 million	0.5 million
Automation (replace Library main frame and add PC capacity and kiosks)	0.5 million	0.6 million
Northwest Branch	0.6 million	0.6 million
Parkrose School Branch	<u>0.2 million</u>	<u>0.2 million</u>
Total Annual Cost	\$2.4 million	\$3.2 million

*Low end costs are generally for the years in which the programs start up. High end costs are generally for full year implementation.

CURRENT SCENARIO Continued***Operating Costs -- Ongoing revenue needed for
New justice capacity***

<u>Program or facility</u>	<u>Low End</u>	<u>High End</u>
Medium security facility (186-400 beds at Inverness or equivalent to address matrix problem)	\$ 7.0 million	\$ 9.0 million
Medium/minimum security facility (300 - 600 beds to house SB 1145 felons)	5.0 million	9.0 million
Community Corrections slots (200 - 300 slots for SB 1145 felons)	<u>6.6 million</u>	<u>8.0 million</u>
Total Annual Cost	\$ 18.6 million	\$ 26.0 million

CURRENT SCENARIO Continued**Operating Costs -- Ongoing revenue needed for Juvenile Justice:****New JDH beds**

- 1 Unit (32 beds) to be leased by the State -- no ongoing additional County supplement
- 1 Pod (16 beds) to be leased by Washington County
 - When Washington County occupies the pod, they will stop leasing four beds in the existing facility. That will reduce revenue by \$200,000 per year
 - Washington County is paying the COP cost on the new pod. That annual amount is about \$180,000. If the COP's are converted to GO Bonds, that amount may offset the lost lease revenue

Other Juvenile Justice proposals

<u>Program</u>	<u>Cost Estimate</u>
Residential alcohol and drug beds (15 beds at Juvenile Detention)	\$508,000
Family Preservation program	396,000
Conflict resolution and violence prevention training in schools	125,000
Child abuse treatment for victims and offenders	700,000
Truancy prevention	<u>845,000</u>
Total Cost Estimate	\$ 2,574,000

CURRENT SCENARIO Continued

Operating Costs -- Ongoing 1995-96

requirements beyond 1995-6 ongoing revenues :

Ongoing full year costs of OTO 95-6 funding

<u>Program</u>	<u>Additional ongoing cost</u>
Current level of Juvenile operations	\$ 556,000
Delayed startup of Juvenile community programs	39,000
Inverness Annex (Warehouse jail)	<u>410,000</u>
Total Annualized Increment	\$ 1,005,000

Data Processing / Capital infrastructure

- The 1995-96 General Fund budget includes \$3.65 million for infrastructure:
 - \$1.4 million for data processing new development and
 - \$2.25 million for capital construction in the Capital Improvement Fund.

This level of support is an ongoing requirement..

- Of this amount, \$0.7 million of the data processing support and \$1.5 million of the capital construction funding comes from one-time-only revenue. \$ 2,222,000
- Ongoing costs in excess of 95-6 ongoing revenue \$ 3,227,000

Note that the current level of support for capital construction probably falls short of the full ongoing requirement. The ongoing level for data processing has not yet been determined. Even replacing the one-time-only revenue with ongoing resources may not fully address these problems.

CURRENT SCENARIO Continued

Grim Prospects --Additional concerns for which costs have not been determined:

Health Care cost concerns

- Potential reduction in capitation rate for CareOregon
- Reduction in Title XIX fee for service clients at County clinics
- School clinic expansions into junior high schools and middle schools

Mental Health cost concerns

- Children's Mental Health managed care capitation rates
- Adult Mental Health managed care capitation rates
- Ongoing operational costs of triage center

Federal Budget Balancing

- Block grants to the states, as currently proposed, will impact Oregon adversely
- Funding for social and medical services, now approximately 25% of County revenues, is unlikely to continue to grow as it has.

General inflation has been far below growth in property values and the local economy.

- Property values may begin to level off (we are doubling property values every seven years at the current rates)
- CPI may remain low over all, but we still may experience high additional costs in specific areas -- the current explosion of construction costs is an example.

Capital needs so far identified may be understated.

- JPACT funding for bridges and arterials may fail at the polls. This may increase pressure on GO Bond climate and the property tax.
- Seismic requirements have not been estimated other than those associated with new buildings.

CURRENT SCENARIO *Continued*

• *Operating Costs -- Summary*

<u>Program or facility</u>	<u>Annual cost</u> <i>(estimated)</i>	
	<u>Low End</u>	<u>High End</u>
Library Costs - expanded facilities	\$ 2.4 million	\$ 3.2 million
Adult Justice Costs	18.6 million	26.0 million
Juvenile Justice Costs	2.6 million	2.6 million
Other Ongoing Costs	3.2 million	3.2 million
Total Annual Cost	\$ 26.8 million	\$ 35.0 million

Available Revenue Offsets

SB 1145 State reimbursement	\$(13.0 million)	\$(13.0 million)
General Fund revenues after inflation	(3.0 million)	(3.4 million)
Jail and Library Levies after inflation	(1.2 million)	(1.2 million)
Available under County "share" of cap	<u>(2.7 million)</u>	<u>(2.7 million)</u>
Total Available Revenue	\$ (19.9 million)	\$ (20.3 million)

Balance to fund locally*	\$ 6.9 million	\$ 14.7 million
---------------------------------	-----------------------	------------------------

*If we opted to make program reductions rather than increase revenues, here are samples of our options.

- 40% of the General Fund goes to Justice programs (DA, Sheriff, Juvenile, Community Corrections)
- 30% pays for mandated services (A&T/Elections/TB Clinics), pass through (BIT to cities), or support functions
- 30% is "discretionary" (examples)

Health Clinics	\$17.0 million
Library	6.5 million
Children/Youth	7.0 million

REVENUE SOURCES

What Can Be Taxed?

1. Capital in the form of property

- Real property tax
- Inventory tax (a historical tax in Oregon, not currently in use)

Active proposal: serial levy renewals or tax base increase

2. Income

- Net Business income (which we currently tax with the Business Income Tax)
- Gross Receipts (taxed in Washington, not currently taxed in Oregon)
- Personal Income (now taxed by the State, not locally)

Active proposals: Business Income Tax increase or Payroll Tax

3. Transactions

- General sales (an idea that has been tried more than once without success at the state level in Oregon)
- Selected sales (we currently tax car rentals and hotel/motel rentals, Washington County taxes real property transfers, we considered and rejected a utilities tax)

Active proposal: None

REVENUE SOURCES (Continued)

Property Tax

SERIAL LEVIES

How they work

- We have chosen the option of rate based levies:
 - We asked voters to approve a tax rate
 - We must ask them to approve the tax again after three years
 - We have capped actual taxes at a dollar amount less than the authorized rate would bring in.

What they produce at current rates

		<u>County "Share"</u>
• In 1995-96 the levies were:		
• Library levy	\$12,614,849	13,600,000
• Jail levy	\$16,536,272	17,500,000
• In 1995-96 the authorized rates would have brought in:		
• Library levy	\$13,600,000	13,600,000
• Jail levy	\$17,500,000	17,500,000
• Extending the levies into 1996-97 at the current rates would result in the following potential revenues.		
• Library levy	\$14,900,000	14,800,000
• Jail levy	\$19,400,000	19,100,000

Pros

- Serial levies are traditionally easier to pass than tax bases
- Rate based levies can produce revenue proportionate to the growth in property values.

Cons

- Serial levies have to be renewed every three years.
- Collecting at the current rates would increase our share of local government property taxes, resulting in political issues with other governments.

REVENUE SOURCES (Continued)

Property Tax (Continued)

TAX BASE

How it works

- At a primary or general election, voters approve a property tax dollar amount to be levied by Multnomah County
- That amount is allowed to increase 6% per year in perpetuity
- Multnomah County's last tax base vote was in 1956. The authorized amount was \$11,985,000

What it produces

- In 1995-96, the tax base is \$102,264,329

Pros

- Tax bases are guaranteed funding sources, no renewal is necessary
- Tax bases are not earmarked for specific programs; the Board has flexibility in reallocating the revenue to current priorities.

Cons

- Tax bases are believed to be more difficult to pass than serial levies; they do not generate as much support from specific program advocates

REVENUE SOURCES (Continued)

Property Tax (Continued)

Property Tax Limits for next three years.

- Property value growth between 7% and 11% per year
 - No compression at current levels of taxation
 - If Portland levies at different levels for Police and Fire Retirement or for Tax Increment Bonds, compression could occur
 - Our proposals would be limited to
 - current tax amounts plus 7% (for serial levies) plus \$2.7 million -- if we and Portland continue to share at in the same proportions the property tax revenue under the \$10 cap.
 - current tax amounts plus 7% (for serial levies) plus \$7.3 million -- if we negotiate successfully for everything available within the \$10 cap.
 - Portland has authority to levy an additional \$8 million to retire Tax Increment Financing bonds and wants to use their "share" of the \$10 cap for that purpose
 - If we secure GO Bond financing to offset the COP's for Juvenile Construction, we will have about \$3 million of ongoing revenue available. Most of this is video lottery money which must be used for economic development or education. We might use this revenue source to help persuade Portland to allow us to levy a larger share of the \$10 cap.
- Compression is inevitable if there is a value cap

REVENUE SOURCES (Continued)

Payroll Tax

How it works

- Taxes payroll by place of employment; there are several possibilities:
 - Tax employees as a percentage of gross earnings
 - Tax business as a percentage of gross payroll
 - A combination of both
- How it's collected
 - Businesses withhold tax from employee payroll
 - Administration performed by State Department of Revenue

What it would produce

- Assuming \$10.3 billion in payroll in Multnomah County, each 0.1% of tax produces \$10.3 million in revenue.
 - To fund the current proposals would require a tax rate between 0.07% and 0.16%
 - To completely replace the County's operating levies and tax base in 1997-98 would require a tax rate of about 1.7%
- Rate of growth, based on the last fifteen years experience, is between 5.6% and 7.1% annually.

Pros

- Minimal incentive for businesses to move to other areas.
- Distributes tax burden regionally, getting at the population that works in Multnomah County but does not pay taxes here.
- Sidesteps dissatisfaction with property taxes and may reduce pressure for further property tax reform.
- Stable and predictable.

Cons

- Could be pre-empted by the Legislature or repealed by voters.
- Not a progressive tax - flat rate makes it easy to collect and understand but taps a greater portion of disposable income in low wage jobs.
- New tax, may be difficult to sell.
- Administration by Dept. of Revenue may be difficult to cope with. Earliest conceivable implementation is January 1997, best likely date would be July 1997.

REVENUE SOURCES (Continued)

Business Income Tax (BIT)

How it works

- Taxes net income based on the percentage of sales made in Multnomah County
- How collected
 - Businesses file returns with their State income tax.
 - Administered by the Portland License Bureau in conjunction with Business License program
 - About 10% is transferred to the northeast cities under an intergovernmental agreement

What it would produce

- Current rate is 1.45% of net income
- 1994-5 actual net receipts were \$ 24.3 million, 1995-6 estimated revenue is \$ 24.8 million after paying the northeast cities
 - A rate increase of 0.10% of profit (from the current 1.45% to 1.55%) would collect about \$1.7 million.
 - To cover the current proposals would require an increase of about 0.39% (to a rate of 1.84%) or 0.84% (to a rate of 2.29%).

Pros

- Collection mechanism is already in place.
- No need to fundamentally change the tax structure

Cons

- Rate has been increased twice in the last ten years.
- Potential for stimulating business relocation

*Board. Elected Officers
& Managers Report
9-29-95
Henderson/H2*

3. A brief description of the type, bedspace capacity and preliminary order-of-magnitude cost estimate of facility construction or expansion under consideration to meet the need.
4. If applicable, a brief description of local funding under consideration to finance any portion of the construction project.
5. Siting requirements for new or expanded correctional facilities.
6. The Notice of Intent to Apply will be signed by the Chair of the County's governing body.

The Oregon Department of Corrections will use this preliminary information to assess the potential number, cost, geographic distribution, and scope of construction projects in order to focus technical assistance to Counties and groups of Counties preparing applications for November 1995.

A form to complete the Notice of Intent to Apply is Attached to this Announcement. (See Appendix B).

Step 2: Formal Application for Construction Funding (By November 15, 1995)

The completed Application for Construction Funding (one signed original and two copies) must be received by the Oregon Department of Corrections at 2575 Center Street, N.E., Salem, Oregon, 97310, no later than 5:00 p.m., on November 15, 1995, the last day of the application period. Applications transmitted by telephone facsimile (FAX) machine will **NOT** be accepted. Late applications will **NOT** be considered.

The Department will provide the Application for Construction Funding format to obtain information that is essential for the Department of Corrections and the Selection Committee to determine that proposed project design, estimated project costs, proposed project sites, and total project funding are sufficiently developed for the State and respective Counties together to request approval and spending limitation authority from a special session of the Oregon Legislative Assembly. The following categories of information will be requested in the Application for Construction Funding:

SB 1145 Population Management Strategies

1. Description of impacts of SB 1145 on the County's existing incarceration capacity based on the County's projected share of the 1,764 additional offenders in local communities.
2. Description of the County's strategy and continuum of local sanctions for dealing with SB 1145 offenders.

3. Documentation of need for the requested additional incarceration capacity as part of the County's strategy and continuum of local sanctions for dealing with SB 1145 offenders, including the type of offenders to be housed and the security level(s) required.
4. If applicable, a description of multi-jurisdictional partnerships to construct and operate the proposed correctional facility or expansion of an existing facility.

Facility Plans and Schedules

1. A description of the proposed type of facility, bedspace capacity, program areas and security level(s) of the correctional facility construction or expansion requested.
2. Copies of the proposed facility construction plan, consisting of line drawings and other documents illustrating and describing the general scope, scale and relationship of components (See Appendix C).
3. A proposed construction project management plan including project staffing and the dates key activities will be initiated and completed.
4. Anticipated date new bedspace will be available for the County's projected share of SB 1145 offenders.

Construction and Operating Budgets

1. Detailed estimates of construction and daily operating costs for the proposed facility reviewed and approved by the County's Finance Office. (See Appendix D for Construction Budget format and instructions.)
2. Description of the plan and status of voter approval, if the County or group of Counties intend to rely on a source of local funds to pay any portion of the costs of purchasing, constructing or equipping the proposed facility. If so, identify what portions, their estimated costs, and what actions are required in order for the County or group of Counties to obtain legal authority to raise, if necessary, and spend those funds. Please identify the timelines the County or group of Counties expect this authorization to be completed within.
3. Description of proposed funding strategies for operating funds for the new or expanded correctional facility.

Siting and Property Acquisition Requirements

1. A legal description of the property intended as the site of the proposed correctional facility project.
2. Describe whether the County or group of Counties currently own the property. If not, explain the method and timeline for acquisition of the property.

3. Describe whether the County or group of Counties is willing to convey the property to the State for the purpose of securing the Certificates of Participation (COP's) financing as provided in SB 1145. (The property and improvements will be reconveyed when the COP's are retired).
4. Is the title to the property free and clear of all debt obligations?

Local Review and Approval

1. The application for construction funding must be reviewed and approved by the County's governing body and the Sheriff(s) of the County or group of counties making a single application prior to submission.
2. The Application will be signed by the County's governing body and the Sheriff of each County filing a single application.
3. To the extent the Local Public Safety Coordinating Council is operational, the Council will review the Application for Construction Funding. Councils reviewing applications are invited to submit a letter of endorsement to the Department of Corrections.

VII. Selection Process and Criteria

Senate Bill 1145, Section 4., provides that the Department of Corrections will review applications for funding of correctional facilities in accordance with criteria that consider design, cost, capacity, need, operating efficiency and viability based on the County's or group of counties' ability to provide for ongoing operation.

Applications for Construction Funding will be evaluated by the Local Facilities Construction Project Selection Committee and assigned up to 100 points. Point scores will be based on the degree to which the application demonstrates that the following criteria are met:

Need/Capacity--50 Points Maximum:

1. The proposal is consistent with the percent of the jurisdiction's general population and the County's projected share of the average daily population of 1,764 additional inmates in these Counties under SB 1145 offender population--**10 points maximum.**
2. The proposal accounts for both existing and new capacity to manage the County's projected SB 1145 offender population requiring incarceration for 12 months or less--**10 points maximum.**
3. The proposal takes into account the classification and/or programmatic needs of offenders for whom the County is responsible under SB 1145--**10 points maximum.**
4. The design fits the offender population to be housed, i.e., custody level, programs, etc.--**10 points maximum.**

5. The proposal fits into the jurisdiction(s) community corrections plan and continuum of local sanctions--10 points maximum.

Cost/Operational Efficiency--30 Points Maximum:

1. The application for a single County or group of Counties demonstrates a cost-effective facility design (per bed construction cost)--10 points maximum.
2. The application for a single County or group of Counties demonstrates that proposed staffing and operating costs of the new facility or expansion are efficient (per inmate per day cost)--10 points maximum.
3. The proposal has the endorsement of the local Public Safety Coordinating Council--10 points maximum.

Viability--20 Points Maximum:

1. The plans for siting, preliminary facility design and construction cost estimates have been prepared, and siting, design and construction can be completed in a timely fashion--10 points maximum.
2. The application includes a comprehensive funding strategy for the construction project using either SB 1145 funds or a combination of SB 1145 funds and local funds. If local funding is a part of the construction funding strategy, the application demonstrates that an appropriation has been approved or the date of the election has been determined--5 points maximum.
3. The application documents that operating funds are available or how they will be provided in the County's funding strategies for SB 1145 offenders--5 points maximum.

Total Maximum Points--100

VIII. General Terms and Requirements

Certificates of Participation

The proposed project must comply with Oregon Certificates of Participation legal requirements when all land use approvals are secured. All issues concerning the property's use as a correctional facility must be satisfied before the COPs are issued.

Oregon law requires generally that State Certificates of Participation (COPs) be used only to acquire or improve State-owned property (ORS 293.085). State-ownership of the properties is also a practical necessity for State-financing of the projects with COPs because the State must be in a position to pledge an interest in the properties to the trustee in order to secure the financing. Accordingly, Counties must convey to the State the properties on which proposed correctional facilities will be located. If a County's proposed construction project includes an

**I N T E R
O F F I C E**

MEMO

To: Sheriff Noelle
From: Barbara Simon
Subject: RFP for SB 1145 Construction Funds
Date: September 28, 1995

The Request for Proposal is due November 15 and that is less than eight weeks away. I've done a very cursory calendar of what needs to be done before now and then.

- | | |
|----------------|---|
| September 29 | Assign an edit/review group to help write RFP
Determine who has responsibility for writing RFP. My suggestion is to have only one writer who works with an editing team.

Some very basic decisions need to be made before anyone can begin writing an RFP. Is the regional plan a go? If not, what is Multnomah County's RFP going to look like? Jails? How big? Programs? In the jails or in the community?

Begin developing legislative strategy |
| October 3 | Bring closure to PSFTF |
| October 6 | Regional Meeting followed by meeting with Governor
Determine whether we will be submitting a regional RFP. If the answer is yes, then work assignments need to be given. I would again suggest giving one person the primary responsibility for writing the RFP and create an editing group to help fine tune the proposal. |
| October 9 - 13 | If possible, convene the Coordinating Council and bring them up to speed. We can earn 10 points just by having this group sign off on the RFP. |
| October 9-20 | Draft RFP and distribute among editing group for comments. We may be drafting two RFPs at the same time; one for just Multnomah County and the other as a regional submission. Included in this time line is Facilities' part of |

Sheriff Noelle

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the RFP

October 23 -27

Final editing of RFP

October 31

Brief Board staff on RFP

Nov. 2

Submit RFP as agenda item

Nov. 9

Board approval of RFP

Nov. 15

Submit RFP to state