

QJS Work Session

5-24-89

Mary Forrest Facilitator

Desired Outcome -

Consensus on what BCC  
wants from the Justice  
System.

Agenda

8:30 Intro Chair

8:40 Ground Rules &  
Logistics

8:45 Agenda Review

9:00 Current Factors (Quiz)

9:30 How would co-  
ordination system  
work?

10:00 Input from Leps.

10:15 Break

10:30 Current Obstacles/  
Barriers

11:00 What functional ~~types~~ <sup>roles</sup> of all elected officials

12:00 Next Step

12:30 Close

PA - Desired outcome -  
an effective <sup>Criminal</sup> Justice  
System.

RB - Not remaking  
decisions that are  
all ready made.  
but working on other  
issues. Hope to be  
able to move to a  
decision.

1.

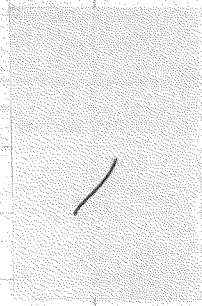
2. Would not transfer  
responsibilities

C - Move to consensus BCC  
MCSO/DA

GM - No decisions made  
that have been instation-  
alized.

Need to clarify the  
JS person.

GK - Need a consensus  
of all elected officials  
on how the JS  
should work.



GK - Board has not  
been clear on info.

B. Skipper - All need a  
common interest on  
how the JS works.

Developing trust.

K. Bacon -

DA feels like an  
independent official.

Should be able to  
deal with problems  
one on one. DA has

obligations to his  
office. would like  
to be able to work  
together as a team.

Desire a good working  
relationship with  
all elected officials.

PA - Consensus on what  
citizens want in the  
JS. A good working  
system.

RB - Feels that they  
should move to  
making decisions.

Dave Warren

Bring forward the  
needs to be done to  
make this work together

KB

Factors to Consider  
Legal Issues - Available  
resources

Levy expiring  
BCC does not control  
all parts of the system.

PA - Stated that  
Coordination is needed  
and essential for an  
effective JS.

2

GK - Available resources

GK - Levy expiring

PA - Sequence of causes & effects that components of the system produce on each other.

GK - Option I for Community Correction

GM - How do our decisions & State decisions impact the DA (and other actions)

Role of JCC.

RB - Charter Review is unpredictable & we can expect to have to revisit this issue -

- elected status -

RB - Need a common data base. And able to work together with trust.

BS - Jail beds are needed. MCCF future.

Coordinated System

RS - Independence of elected officials.

Access of elected officials to the BCC. Making them equal player.

Information all players accept. Group of planners from all offices.

Data for decision making available.

Defined information requirements at the front end.

PA - Sheriff & DA should be able to approach the Board with any issue - planning, budget etc.

work as according to the Charter.

PA - Equal status with other departments.

Need of Coordinated information in all systems. Needs someone to put this all together to make an effective system.

Need of a person that can put all of this together.

GM - How involved would all of the other parts be. Such as the Budget.

Courts also need to be considered.

- BCC's Justice Person in an development of DA + MCSO Budgets.

GK - Not dealing with the people in need has not been met.

GK - This could be better coordinated

with a technical group of people such as from the DA, Court, Sheriff offices etc.

Need of an ongoing group.

- Effective use of existing staff & expertise

KB - What is success?

- Policies of Pol. (PPB) Police has an effort on DA office.

As well as the Courts. Need to

have coordination to put systems together.

Has not worked in the past.

LB - Develop honest Broker's.

Difference in political belief. This is ongoing and will not change. Tell the the Board are suspicious functioning (not all at the same time)

- Resource allocation -

LB - Getting out from under the umbrella.

- Legislative roles / executive roles.

- It is the Board's position to be suspicious of all Budgets.

- The Board's job is to review the effectiveness of Budget decisions.

PA - Change the outcome of Meeting to: Allow us to have the most effective system & being able to work together.

GK - Started to balance out the functions of the County & on public issues.

~~HB~~

Obstacles

GK - Unclear roles of each player

PA - He has not had good leadership in the Director in the past. And could be any time.

3



RB - Tells the problems are structural & not in the leadership.

RS - Tells that is ~~not~~ true. The Structure also needs to take into account - the PPB & the Courts.

- A person is needed to coordinate all the parts.

GM - Undeclared & relationships.

KB - BCC's unwillingness to accept QCC recommendations.

- Courts used to respond to the DA.

- PPB don't respond.

RB - BCC needs to give up authority to QCC.

And trust this action.

PA - BCC Remains as an advisor. Not just to make policy.

- Need of an operation committee for QCC.

GX - Limited resources

BS - QCC did look at Broker issues. Infor-

mation exchange between all the players.

- This needs to be an ongoing thing.

- Meetings have not been as often as they should.

- Has been over 2 yrs. since structured meetings.

- Need of smaller groups 8 or so.

PA - Needs to be one person to make structure work.

## Summary -

- Unclear roles & relationships
- Lack of Structure (1 person in charge)
- Lack of resources

LB - Director now has operational responsibilities & they in charge

BS - System is a wheel with spokes.

## Structure

- Once to participate RB-EEC models
- Substantive Issues Players got together worked on Regulatory at appropriate levels.

PA - Need a different person as Director (one that knows the Justice System well).

GX - Staff responsible not to a player.

GX - Problems may require a functional change to reflect the relative independence of the County elected officials & the police & courts.

GM - Relationship different between County & Non County players.

## Non Agreement

### - Questions -

1. Do we need a person?
  2. Do we need a facilitator?
  3. Do we need a person or a part to pull it together?
  4. What will the structure be?
- Current Job Description  
RB - 3 programs with a new planning, info office.
- RB - Runs noncustodial programs - planning - coordination together or apart.
- PA - Needs a Dept. including DA/MCSO Coordination & Planning by the Dept. Pull all the players together
- Operational & Coordination  
By one Department - Community Corrections
- \*Changes from Current System
1. Appointment process
  2. Equal stake of 3
  3. QRS actions in Director

14

OK - All equal partners deep flood on  
And work together. paper and not  
be able to mix  
3. Greater Collaboration with current staff  
~~and should~~ & elected officials.

RS - Agree on current fact information  
system. on what this role  
should be.

LB - How would the \* Aware of entire  
person be selected? system - including  
And how would non-County.  
they be retained?

Need to create an Planning -  
incentive to listen - Not inside Sheriff,  
to this person. DA, officers

May have question  
on line responsibilities. Evaluation -  
of Depts. within - Able to recommend  
IJS. cross organizational  
issues.

GM - Stated that this  
person can look

5

Got

Evaluation -

All parts as they to collaborate in effect system

Budget - Understanding parts of the system.

Policy -

Board sets the Policy.

Provide policy recommendations to the Board.

GK - System is not working - the need is to make this system work.

PA - Would like to see the Chair Council the appointment of a person.

Tells that this responsibility shared together.

AK - Other players need

Job Description.

RB - Suggest that One person from each section need to come to an

Commissioners to assign a Staff Representative.

BCC then to get together to approve.

GK - When to come back together?

Two weeks  
June ~~7th~~ 8th  
after BCC Mtg.

GK - Every member needs to be present

Job Description  
(6/8/89) together  
as a group.



# CONFLUENCE

Using Conflict Creatively

Attorney - Mediators:  
Mary C. Forst  
R. Elaine Hallmark  
Theresa Anne Jensen  
Elizabeth A. Normand

MAY 26 1989

May 25, 1989

TO: Commissioner Gladys McCoy, Chair ✓  
Commissioners Anderson, Bauman, Kafoury  
Sheriff Skipper  
Kelly Bacon, District Attorney's Office

FROM: Mary C. Forst *my*

RE: Summary and Transcript of Retreat, May 24, 1989  
on Creating a Coordinated Justice System

This summary highlights the decisions made at the retreat, including their essential components, and related questions which were discussed and not yet decided.

There was strong agreement that in order to have an effective justice system, the separate pieces of the system need to begin working together as a team. Essential characteristics of the team were identified as:

*JCC  
Type Team*

WHAT: a structured team which will identify and deal with substantive issues in a regular way, and which will be listened to by the Board of County Commissioners

## Develop Information

- \*Team would define information requirements at the front end
- \*Team would develop and share common information base, so they can develop trust in the information and each other, and use the information to make cooperative decisions

## Anticipate and Respond

- \*Able to deal with the impact of causes and effects that components of the system have on each other
- \*Able to observe and predict trends and significant changes likely to impact the system
- \*Has the capacity and flexibility to respond to factors which have effects on the whole system as well as parts of it

WHO: the right participants at the right time on each issue

- \*Key players at high levels in the system
- \*Adequate incentives to attract and keep key players involved
- \*District Attorney, Sheriff, Courts, Portland and Gresham Police, Portland City Council (?), Community Corrections (?), Board of County Commissioners
- \*Small, workable group of 8 or so

HOW: DJS Coordinator would be charged with making this structured system work

- \*Function as proactive, creative convener and facilitator
- \*Equal player with other participants; not an umbrella or filter between them and Board of County Commissioners
- \*District Attorney and Sheriff remain independent, with direct communication between them and BCC, Chair, and/or individual Commissioners as necessary
- \*Probably would work with and advocate for budgets of justice system. (BCC in its legislative capacity needs to remain uninvested in budget decision prior to its review of the budget as a whole.)
- \*Proposed: the DJS coordinator function should be separated from the operational function, with coordinator focussed on information, planning, coordinating, (budget?) and evaluating functions

NEXT STEP:

Chair Gladys McCoy offered to take the information and consensus generated at this meeting and write a draft description of the new structure of justice services and job description for coordinator.

After discussion, all agreed it would be most productive to begin creating the desired team immediately by having the team collaborate on this task. This was seen as an opportunity to begin building trust in the team and an important way for team members to establish joint commitment to the new structure.

The team of Chair, Sheriff, District Attorney, and Liaison Commissioner will meet on Friday, May 26, 8:30a.m. They plan to bring their draft of the structure and job description to a joint meeting of the BCC, Sheriff, and District Attorney on June 8th.

### RELATED QUESTIONS

Participants raised important questions about how the team might work together in two important areas: budget development and personnel decisions (hiring; retention) regarding the system coordinator. Suggestions were made and tentatively explored, and remain to be decided:

How can the Chair's justice person be involved in the development phase of the budget process of the District Attorney and the Sheriff, to promote fuller understanding of the allocation of resources?

How can the whole team be integrated into the hiring and retention process for the DJS coordinator?

These questions, of course, raise issues related to the delicate balance to be struck between the independent areas of responsibility of each elected official, and the interdependence necessary for productive and real teamwork.

If these questions are framed as "how much power or autonomy is to be given up," the balance may be struck to protect turf at the expense of cooperative effort, and discussions may be cut off prematurely. Hopefully, they can be explored in a spirit of trying new ways to work together to get the job done.

The transcript of the notes taken on the Chartpaks are attached.

# AGENDA

**DRAFT**

Desired Outcome:

Consensus on What the Elected Officials  
Want from the Justice System

- 08:30 Introduction:  
Chair
- 08:40 Ground Rules and Logistics
- 08:45 Agenda Review
- 09:00 Current Factors (Quiz)
- 09:30 How Would a Coordinated System Work?
- 10:00 Input from Representatives
- 10:15 Break
- 10:30 Current Obstacles/Barriers
- 11:00 What Functional Changes are Needed?
- 12:00 Next Steps
- 12:30 Close

## Outcomes

PA: Effective Criminal Justice System in Multnomah County  
RB: We're not here to remake decisions, we have agreed on

Outcome 1

the independence of Elected Officials and we've agreed  
not to transfer Community Corrections to the Sheriff's  
Office.

- This is not going to be a blank slate.
- We need to move to a decision.
- We need to move to a consensus among the Board of  
County Commissioners, the Sheriff's Office and  
the District Attorney.

GM: The process is to get where we want to go.

- We need to institutionalize the decisions.
- The roles and responsibilities in DJS have to be  
decided.
- We need to determine our relationship with other  
Elected Officials.

GK: We need a consensus of all Elected Officials on  
Justice System questions.

Outcome 2

- The Board hasn't been clear about the information it needs.
- The current situation is not communicating and working together as a team.

BF: We have a common interest.

- We need the same information so that we can all use it to make decisions.
- We need to develop trust.

KB: The District Attorney's representative has a visceral view of DJS. What does it do for the DA?

- As an independent Elected Official, he should be able to deal one-on-one with the Board.
- The Board controls the dollars.
- We need to work together for more comfortable relationship.

Outcome 3

KB What do we get from the Justice System?

PA

- Citizens want a system not a "system."
- Everybody benefits from a good working system - a good working system.

## Factors to Consider

### Factor 1

#### → • Sentencing guidelines – misdemeanor guidelines

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- Available Funding
- Levy
- BCC doesn't control all of the parts of the system.
- There's a need for coordination which ripples through the system.

### Factor 2

#### • → • Option 1?

- What do we do for the parts of the system, for example the DA and the interrelationships.
- Role of JCC [coordination].
- Charter review process.
- Responsive/flexible system.



- Jail beds, MCCF future.
  - Incarceration with programs.
- 

### Factor 3

- Available Resources
- Levy Expiring
- Sequence of causes and effects that components of the system produce on each other.
- Option 1 for Community Corrections.
- How do our decisions and State decisions impact the DA (and other actors)?
- Role of JCC
- Charter review is unpredictable and we can expect to have to revisit this issue.

### - Elected Status of Individual Players

- We need the capacity to react to changes in crime.

- ← • Number of jail beds limits our responsiveness.
- 

Factor 4

Technical group, <sup>BCC</sup>~~Dec~~ qua legislators not involved/chair -  
yes.

## Obstacles

### Obstacle 1

- Unclear roles of each player.
- Leader that inspires trust.
- Structural not leadership.
- Structure needs to reflect reality.
- Not just DA and Sheriff but also Courts and Portland Police Bureau.
- Person setup for a failure.
- Not over but with coordination.
- Lack of clarity.

### Obstacle 2

- Lack of incentives.
- Lack of clarity of roles.
- Lack of expectations.
- JCC was discontinued previously, need to be listened to and trusted.

- Deal with substantive issues.
- Players and responsibilities have changed.
- BCC needs to grant authority to JCC.
- JCC not to be as it was.
- Remains advisory, won't always have the last word.
- Not just advisory but also coordinative.
- Limited resources.
- JCC did look at broader issues, information exchange.
- The real key players.

### Obstacle 3

- Operational coordination is now ad hoc not having structured regular meetings.
- Needs smaller group 8 or so.

- Summary

- Unclear roles and relationships.
- Lack of structure.
- One person charged with making it work.
- Limited resources.

- Structural elements

- Incentives to get players to table.
- Regular meetings/substantive issues heeded.

Obstacle 4

- No DJS leader who can inspire trust and cooperation.
- Structure doesn't reflect the reality of seven Elected Officials.
- System needs to take police and courts into account as well as the DA and Sheriff and structure raises unreasonable expectations about how to do that.
- Unclear roles, spheres of authority.
- Lack of incentives to participate, for example BCC's unwillingness to accept JCC recommendations.
- Limited resources.
- Lack of appropriate structured meetings on regular basis at higher levels in the system.
- Need for a person charged with making the structure work.

## Components of a Coordinated System

### Coordinated System 1

Skipper

- Independent ~~of~~ Elected Officials work together.
- Allows Elected Officials to go to the BCC directly.
- Not an umbrella but equal player.
- Common development of data planning groups.
- Data for decision making.
- Trust building.

### Coordinated System 2

Pauline Anderson

- An effective system would work the way it should be working now - according to Charter and Ordinances [it hasn't worked but it can].
  - JCC's
  - Budgetary review, how does this affect the system?
  - Convene groups to study/recommend on problems.
- The Director with criminal justice and human skills equal with other department directors, creative/proactive.
- With oversight of Community Corrections and Probation.
- Coordination

### Coordinated System 3

Gladys McCoy

- How involve in the budget process?
- Separate pieces doing well.

- Need understanding for allocation of resources, understand budgets.
- BCC's justice person in on development of District Attorney and MCSO budgets.
- Sythesize the budgets.
- Courts are part of the system too.

Gretchen Kafoury

- Coordinated/accurate budget data yes!
- Appropriate sanction for each person, arranges sanctions (we are not dealing with all people who come into the system).
- Better coordination.
- A counsel to meet and coordinate.

Coordinated System 4

Gretchen Kafoury (Cont'd)

- Regular operational coordination.
- Systems are doing their jobs but not as coordinated as needed.

Pauline Anderson

- We all agree on the needs - how do we get there?

Coordinated System 5

Bacon



• What is success?

- Provide incentives/environment for people not under the control of BCC.
- Impact the policies of Portland Police Bureau on system, e.g., drunk driving.
- DA's interests/BCC interests re: budget.
- Hasn't worked. No incentives.
- Recognition that they (parts of the system) are all in the same boat.

- BCC is fundamentally suspicious.
- The DA is protective of discretionary authority.
  - How much to retain or share.
- The BCC's perception of displacement from the justice discussion.
- Develop honest broker(s).
- Operational things need to be dealt with.

Coordinated System 6

Rick Bauman

- Umbrella inappropriate.
- Legislative roles/executive roles maintain distinctions.
- Information and planning - confidence in.
- BCC needs to be nonvested in budget.
- Provide
  - Planning/information/coordination/trust.
  - Budget
  - Looking at all resources not part of the function of this office.

- Outcome

Pauline Anderson

- Structure that would allow us to have the most effective Criminal Justice System.

Coordinated System 7

- Access of Elected Officials to BCC making them equal players.
- Information that all players accept (group of planners from all offices).
- Define informational requirements at the front end.



- Mechanics don't need to change.
  - System-wide budget review (Director).
  - System-wide policy/problem discussion (JCC).
  - Coordinated processes.
  - Equal status of the departments.
- Coordination is highest requirement.
  - Information about effects on the whole system in addition to the effect on the Sheriff and/or DA.
- Understanding of the whys and wherefores of each organizational budget including courts.
- A mechanism for technical people to deal with issues.

#### Coordinated System 8

- Effective use of existing staff and expertise.
- Incentives for all actors, including Police, Courts, to participate in a system; communicate.
- Presence of BCC in system decisions.
- The "right" participants get involved at the right time on each issues.
- Distinction between legislative and executive role in budget, information, planning, particularly BCC being nonvested in budget decisions prior to review of the budget as a whole.
- Assurance that Board policies are carried out.

Changes

Change 1

Structures

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- Incentives to participate.
- Substantive issues worked on regularly.
- BCC will listen.

Change 2

PA

- Need a different person.

GK

- The problems may require a functional change to reflect the relative independence of the County Elected Officials and the Police and the Courts.

RB

- Director now has operational responsibilities and they interfere with planning, budget, information, and coordination functions.

BS

- System is a wheel with spokes.

RB

- EEC model, players get together at appropriate levels.

GK

- Staff responsible not to a player.

GM

- Relationship different between County and non-County players.

Change 3

Questions

- A person?
  - To do or facilitate budget, planning?
  - To pull it together?
- Job description
- Structure?

- 
- Current System
    - Job description?
  - Three program departments with a new planning, information office?
- 

Change from current system.

1. Appointment process
2. Equal stake of three DJS actors in the Director
3. Greater cooperation, less filtering of information

Change 4

If a person, then what job description?

- Call and share regular meetings?
  - Coordinate functions?
    - Determine appropriate actors and convene them on all issues?
    - Aware of entire system including non-County?
  - Planning?
    - Not inside the Sheriff and DA offices?
    - Recommendations about cross-organizational issues
- ~~Organizational issues.~~

- Evaluating?
  - All components as they affect the system.
  - Within the components at their request.
- Budgeting?
  - Understanding components.
  - Provide policy recommendations to BCC.

Change 5

- Structure needs to change and be broadened.
  - The Chair has needs.
    - Issue, advice, budget, etc.
  - Other players need to collaborate in job description.
- 

Change 8

Nonagreement

- Do we need a person?
- Do we need a facilitator?
- To pull it all together?
- What will the structure be?
  - Plan functions in department - GM.
  - Coordinate activities - GM.

Change 9

GM

- A person.
  - DJS

RB

- Runs noncustodial programs.
- Planning/coordination.
- Together or apart?

PA

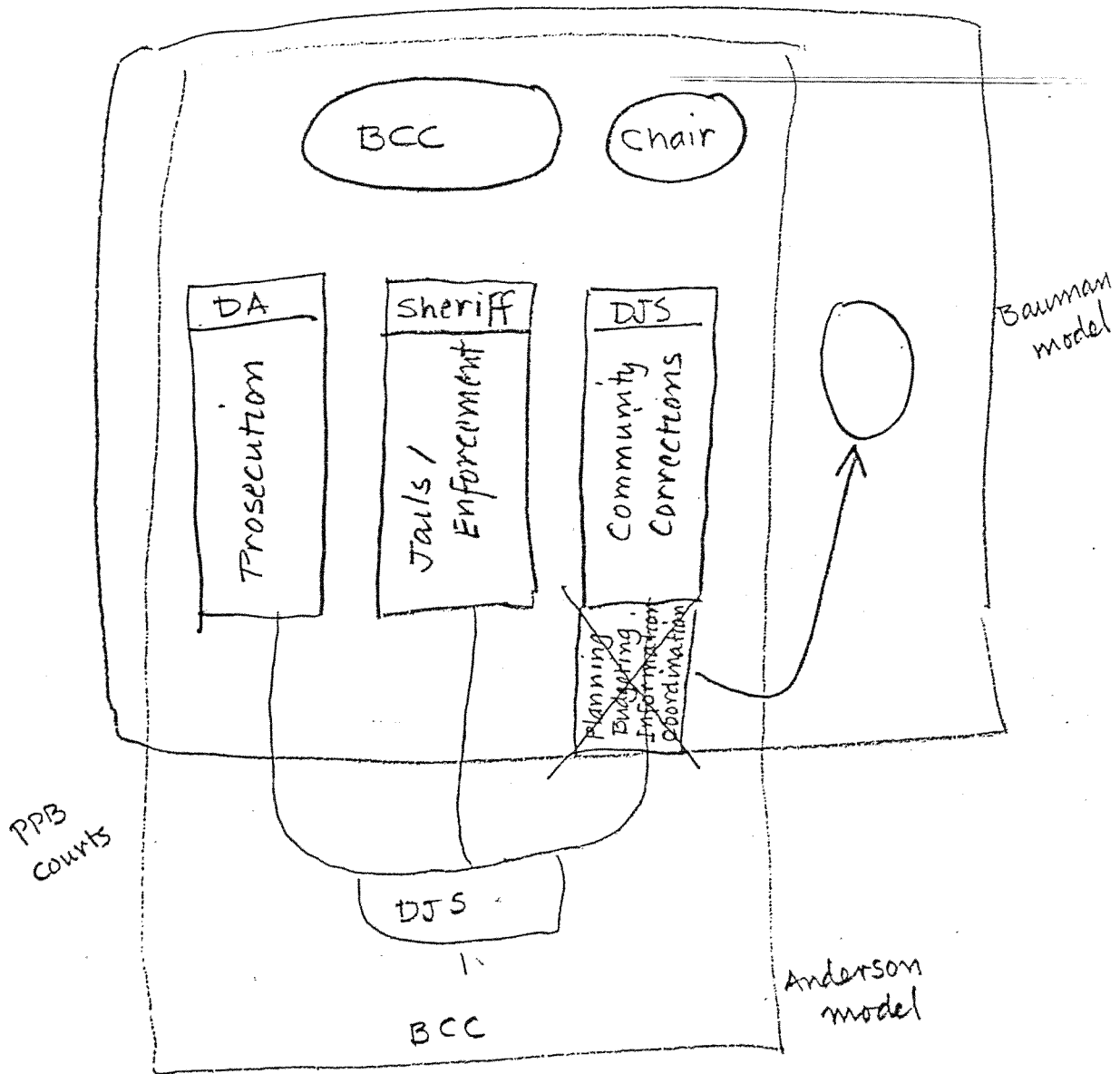
- Need ~~the~~ the department including DA/Sheriff's Office, coordination and planning by the department.
- Pull all the players together.
- Convener/facilitator.
- Operational and coordination together.

## Next Steps

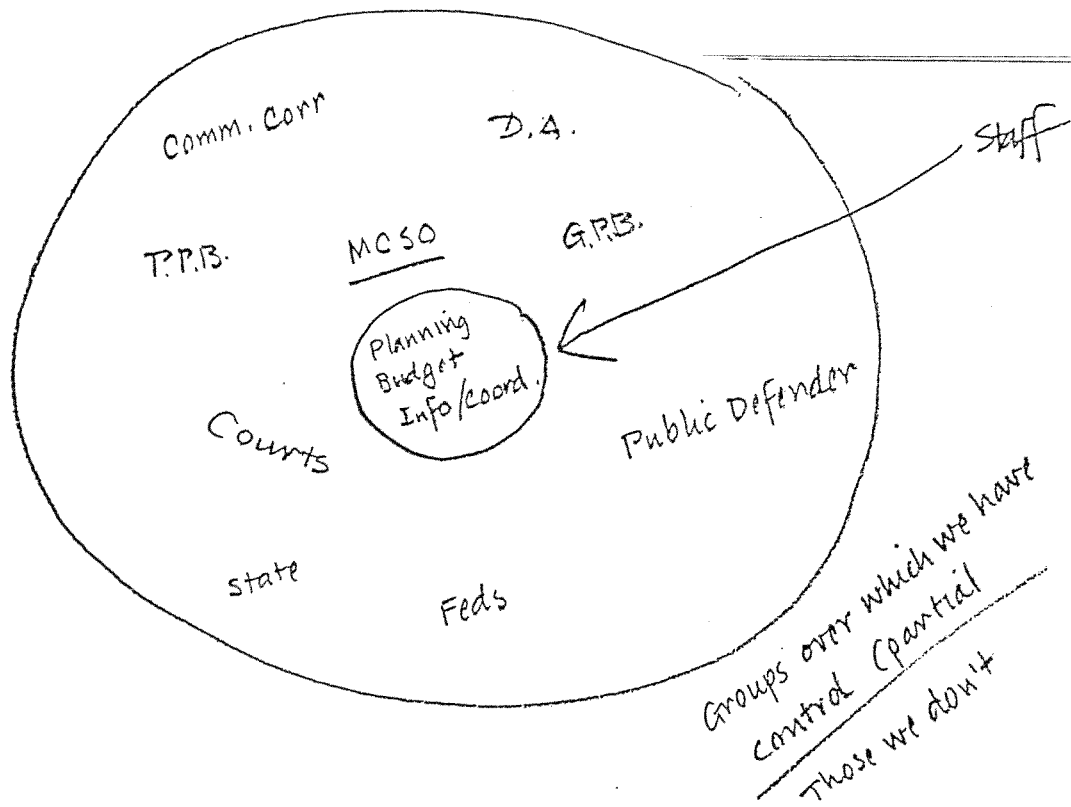
### Next Step 1

- Chair, Sheriff, DA, liaison Commissioner develop \_\_\_\_\_ structure and functions of position (larger picture).
  - Job description
- BCC approves job description (June 8).

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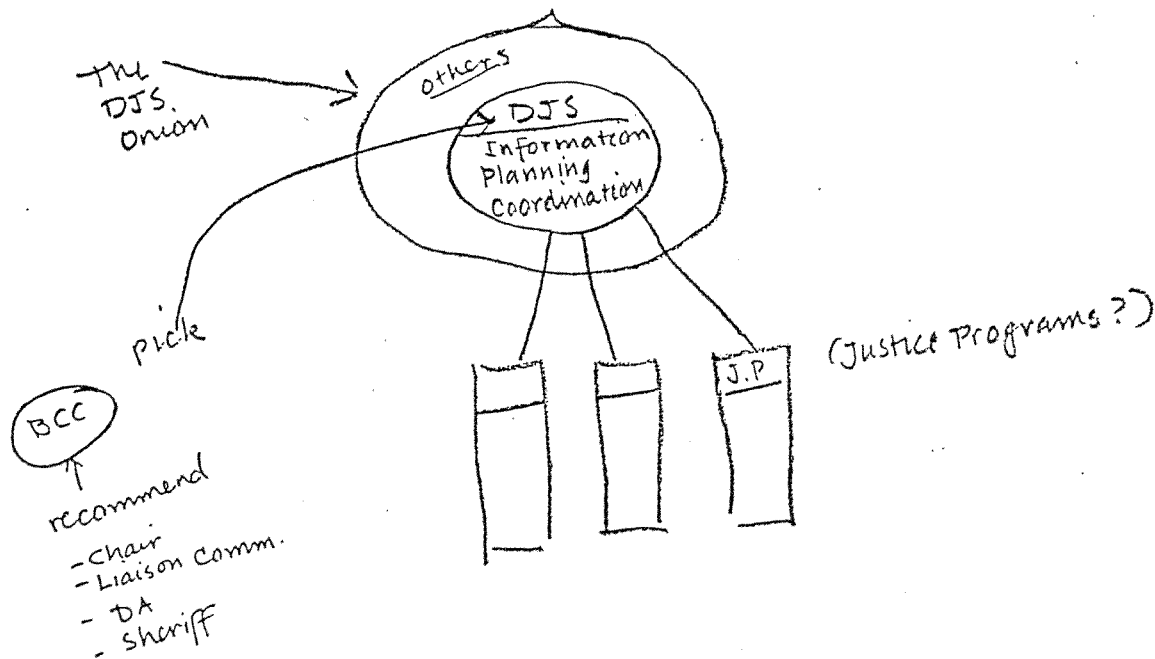


# SYSTEM



changes

10





## SECTION A. LEGAL REQUIREMENTS

1. Check the following services that the State of Oregon requires Multnomah County to provide and pay for.

- a. Supplement the salary for the District Attorney.
- b. Provide a deputy D. A. for competency hearings in Probate Court
- c. Provide a deputy D. A. to attend court in Gresham.
- d. Provide a medical examiner's office and pay the expense of burial for unclaimed bodies.
- e. Provide and maintain a local correctional facility for confining prisoners.
- f. Supply all prisoners with food, fuel, bedding, clothing, and necessary medical aid.
- g. Break into buildings to serve subpoenas on witnesses concealed within.
- h. Pay for examinations required for determining whether a criminal defendant is dangerous.
- i. Pay the expenses of conveying convicts and mentally ill persons to State institutions.
- j. Provide a law library for the use of the members of the Bar.
- k. Provide courtrooms, offices, jury rooms, maintenance, and utilities for the courts.
- l. Pay prosecution witnesses who are indigent or from outside the state.

-----  
Which of these justice system actors is the best answer to the following questions according to statute or the County Charter?

- a. The Board of County Commissioners
  - b. The chief executive officer for the County
  - c. The Sheriff
  - d. The District Attorney
  - e. The liaison commissioner
  - f. The Director of the Department of Justice Services
  - g. Municipal police
  - h. The judiciary
- 2. Who authorizes the level of staffing for the Sheriff's Office during the annual budget process?
- 3. Who submits the Sheriff's budget to the budget committee for the County?
- 4. Who executes all process and orders of the Courts?
- 5. Who has sole administrative responsibility for all jails and correctional institutions in Multnomah County?
- 6. Who decides that alleged shoplifters shall have a court trial?
- 7. Who determines which arrestees will be held in a County jail?
- 8. Who determines how many arrestees will be held in a County jail?
- 9. Who decides when prisoners will be transported from jail to a courtroom?

**SECTION B. STAKEHOLDERS, the people and institutions we affect by our actions**

10. By ordinance, the Board has formally enfranchised a number of stakeholders. These are the members of the Justice Coordinating Council (JCC). The JCC has how many members?
- a. 10-15
  - b. 15-20
  - c. 20-25
  - d. 25-30

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11. Check the following groups that do not have representatives on the Justice Coordinating Council.

-- Multnomah County Sheriff	-- Mayor of Gresham
-- Public Defender	-- Federal Bureau of Investigation
-- Corrections Division	-- CCA Advisory Committee
-- Board of County Commissioners	-- Bureau of Emergency Communications
-- Circuit Court	-- Juvenile Court
-- Central City Concern	-- Department of Human Services
-- Minorities	-- Business
-- Private Bar	-- Religious Community
-- Probate Court	-- Social Services/Mental Health
-- Portland Police Bureau	-- Urban Indian Council

12. At the January retreat, the Board decided that the County has five kinds of stakeholders.

Stakeholder Groups

- a. Service Receivers
- b. Service Providers
- c. Influencers
- d. Public/Private Sectors
- e. Media

Justice Services staff identified a number of specific stakeholders to whom they respond. To which stakeholder group do each of the following belong?

- Mayor's Office
- Multnomah County Social Services Division
- Mothers Against Drunk Driving (MADD)
- Alcohol and drug rehabilitation agencies
- Judges and staff of Circuit, District, and Juvenile Courts
- Parents who pay and receive child support
- Offenders
- Crime victims

Page 4

13. At the January retreat, the Board decided that the County has five kinds of stakeholders and identified the criteria by which these stakeholders judge the performance of the County. Using the list of stakeholder groups above, say which of the stakeholder groups use the following criteria to evaluate the County.

- ☐ A high level of client group satisfaction.
- ☐ Does the County take on controversial issues?
- ☐ Cost effectiveness and quality of services.
- ☐ Program performance and results that meet their needs.
- ☐ Dependability of County programs and services.
- ☐ Program reliability and funding stability.

#### SECTION C. ENVIRONMENTAL INFORMATION

14. 'Index Crimes' are used for statistical analysis nationwide. They provide a picture of crime which is consistent across jurisdictions and from one year to the next. Which of the following are included as 'Index Crimes'?

- |   |  |
|---|--|
| <input type="checkbox"/> a. Burglary      | <input type="checkbox"/> f. Manslaughter       |
| <input type="checkbox"/> b. Vandalism     | <input type="checkbox"/> g. Willful Homicide   |
| <input type="checkbox"/> c. Forcible Rape | <input type="checkbox"/> h. D.U.I.I.           |
| <input type="checkbox"/> d. Robbery       | <input type="checkbox"/> i. Arson              |
| <input type="checkbox"/> e. Runaways      | <input type="checkbox"/> j. Aggravated Assault |

15. 'Index Crimes' can be divided into two categories: Violent and Property. In Multnomah County the increase/decrease of Violent Crimes from 1978-1987 was:

- |                                  |                                  |
|----------------------------------|----------------------------------|
| <input type="checkbox"/> a. -8%  | <input type="checkbox"/> c. +48% |
| <input type="checkbox"/> b. +16% | <input type="checkbox"/> d. +89% |

16. Property Crimes increased/decreased in Multnomah County during the same period:

- |                                  |                                  |
|----------------------------------|----------------------------------|
| <input type="checkbox"/> a. -20% | <input type="checkbox"/> c. +25% |
| <input type="checkbox"/> b. -2%  | <input type="checkbox"/> d. +49% |

17. Age groups have different statistical likelihoods of committing crimes. Frequently, the age group most likely to commit crimes is called the 'at risk' age group. Which of the following is the highest 'at risk' age group.

- \_\_a. Ages 0-14
- \_\_b. Ages 10-19
- \_\_c. Ages 15-29
- \_\_d. Ages 20-39
- \_\_e. Ages 30-49
- \_\_f. Ages 50-69+

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The remaining questions refer to the following table of percentages. Answer them by putting the letter of the appropriate range of percentages in the space provided.

- a. 0% to 10%
- b. 10% to 25%
- c. 25% to 40%
- d. 40% to 60%
- e. 60% to 90%
- f. 90% to 110%

18. The 'Index Crime' rate (per 1,000) for the State of Oregon increased during the period of 1975-1986 by 6.8%. During the period of 1978-1987 that rate increased in Multnomah County by \_\_.

19. The number of arrests in the State of Oregon increased from 1975-1986 by 26.7%. During the period of 1978-1987 in Multnomah County the number of arrests increased \_\_.

20. Since 1983 the number of women in custody and the arrest rate of women has increased in Multnomah County by \_\_

21. The number of arrests in Multnomah County has increased from 1978 to 1988 by \_\_.

22. The caseload of the Multnomah County's District Attorney office has increased from 1978 to 1988 by \_\_

23. The number of Deputy DA's in Multnomah County has increased from 1978 to 1988 by \_\_

24. During March, as part of Strategic Planning, the Justice Services Strategic Planning Functional Committee looked at crime and population statistics for Multnomah County. Based on the trends in both, the Committee projected the rate of 'index crimes' increase/decrease in Multnomah County during the next 5 years. They estimated growth in index crimes of\_\_.

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25. The percentage of prisoners who have no parents or only one parent is \_\_.

26 The percentage of inmates in County jails who test positive for cocaine, opiates, or amphetamines on admission is \_\_.

27. The percentage of inmates who were unemployed when they entered jail is \_\_.

28. The percentage of former inmates who have incomes less than \$8,000 per year within a year of release from jail is \_\_.