



Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

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SEPTEMBER 6 & 8, 2005 BOARD MEETINGS FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 a.m. Tuesday Multnomah County/City of Portland Joint Work Session
Pg 2	9:30 a.m. Thursday Public Comment
Pg 3	9:35 a.m. Thursday Resolution Adopting a Green Cleaning Policy for County Facilities
Pg 3	9:50 a.m. Thursday Proclamation Proclaiming September 2005 Five-A-Day Month
Pg 3	10:10 a.m. Thursday Corrections Health Audit
Pg 3	10:25 a.m. Thursday Resolution Accepting the Portland Children's Investment Fund Renewal
Pg 3	10:40 a.m. Thursday East County Justice Facility Briefing
Pg 4	11:10 a.m. Thursday Executive Session

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

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

Friday, 11:00 PM, Channel 30

Saturday, 10:00 AM, Channel 30

Sunday, 11:00 AM, Channel 30

Produced through Multnomah Community
Television

(503) 491-7636, ext. 332 for further info

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Tuesday, September 6, 2005 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

JOINT WORK SESSION

WS-1 The Multnomah County Board of Commissioners and Portland City Council Will Meet in a Joint Work Session to Discuss Issues Including Potential Levies for November 2005 and 2006; Joint Budgeting; Public Safety; 10 Year Plan to End Homelessness; Bridges To Housing; Project Homeless Connect; and Healthcare Coverage. Presentations by Chair Diane Linn, Mayor Tom Potter, Commissioner Dan Saltzman, Commissioner Serena Cruz, Commissioner Erik Sten, Commissioner Lonnie Roberts, Commissioner Sam Adams, Dave Boyer, Mary Carroll, Jeff Cogen, Bob Durston, Tim Grewe, Diane Luther, Molly Raphael and Invited Others. 2.5 HOURS REQUESTED.

Cable Television Times/Channels:

Tuesday, 9/06/05 at 9:30 AM, (LIVE) Channel 29

Thursday, 9/08/05 at 8:30 PM, Channel 29

Friday, 9/09/05 at 8:00 PM, Channel 29

Saturday, 9/10/05 at 3:00 PM, Channel 29

Sunday, 9/11/05 at 6:00 PM, Channel 29

Produced through Multnomah Community Television

Thursday, September 8, 2005 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM

DEPARTMENT OF COMMUNITY SERVICES

C-1 RESOLUTION Authorizing the Private Sale of a Tax Foreclosed Property to
MAGGIE ZADIKOV & BOB L. CZIMBAL

- C-2 Amendment 7 to Intergovernmental Agreement 4600001503 with the City of Portland to Extend Maintenance of County Roads in Unincorporated Western Multnomah County for Fiscal Year 2005-06

REGULAR AGENDA - 9:30 AM

PUBLIC COMMENT - 9:30 AM

Opportunity for Public Comment on non-agenda matters. Testimony is limited to three minutes per person. Fill out a speaker form available in the Boardroom and turn it into the Board Clerk.

DEPARTMENT OF COUNTY MANAGEMENT - 9:30 AM

- R-1 Budget Modification DCM-02 Authorizing Various Personnel Actions in Assessment and Taxation and ITAX Administration
- R-2 RESOLUTION Adopting a Green Cleaning Policy for Multnomah County Facilities

DEPARTMENT OF HEALTH - 9:50 AM

- R-3 PROCLAMATION Proclaiming September 2005 Five-A-Day Month in Multnomah County, Oregon
- R-4 NOTICE OF INTENT to Apply for Grant Funding from the US Department of Health and Human Services' Maternal and Child Health Bureau to Expand Access to Primary Health Care Services for Children

NON-DEPARTMENTAL - 10:10 AM

- R-5 Multnomah County Audit Regarding Corrections Health: Improve Management Practices for Cost-Effective Care. Presented by LaVonne Griffin-Valade, Janis Koch and Rie Anderson. 15 MINUTES REQUESTED.
- R-6 RESOLUTION Accepting the Portland Children's Investment Fund Allocation Plan and Recommending the Plan to the City of Portland
- R-7 East County Justice Facility Briefing. Presented by Gary Walker and Doug Butler. 30 MINUTES REQUESTED.

Thursday, September 8, 2005 - 11:10 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah Building, First Floor Commissioners Conference Room 112
501 SE Hawthorne Boulevard, Portland

EXECUTIVE SESSION

- E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(2)(h). Only Representatives of the News Media and Designated Staff are allowed to Attend. Representatives of the News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Executive Session. No Final Decision will be made in the Executive Session. Presented by Agnes Sowle. 15-30 MINUTES REQUESTED.



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 09/06/05
Agenda Item #: WS-1
Est. Start Time: 9:30 AM
Date Submitted: 08/30/05

BUDGET MODIFICATION:

The Multnomah County Board of Commissioners and Portland City Council Will Meet in a Joint Work Session to Discuss Issues Including Potential Levies for November 2005 and 2006; Joint Budgeting; Public Safety; 10 Year Plan to End Homelessness; Bridges To Housing; Project Homeless Connect; and Healthcare
Agenda Title: Coverage

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Date Requested:	September 6, 2005	Time Requested:	2.5 hrs
Department:	Non-Departmental	Division:	Chair's Office
Contact(s):	Chair Diane Linn		
Phone:	503 988-3308	Ext.	83308
	I/O Address: 503/600		
Presenter(s):	Chair Diane Linn, Mayor Tom Potter, Commissioner Dan Saltzman, Commissioner Serena Cruz, Commissioner Erik Sten, Commissioner Lonnie Roberts, Commissioner Sam Adams, Dave Boyer, Mary Carroll, Jeff Cogen, Bob Durston, Tim Grewe, Diane Luther, Molly Raphael and Invited Others		

General Information

1. What action are you requesting from the Board?

Information sharing work session.

2. Please provide sufficient background information for the Board and the public to understand this issue.

The Multnomah County Board of Commissioners and Portland City Council will meet in a Joint Work Session to Discuss Issues Including Potential Levies for November 2005 and 2006; Joint Budgeting; Public Safety; 10 Year Plan to End Homelessness; Bridges To Housing; Project Homeless Connect; and Healthcare Coverage.

3. Explain the fiscal impact (current year and ongoing).

NA

4. Explain any legal and/or policy issues involved.

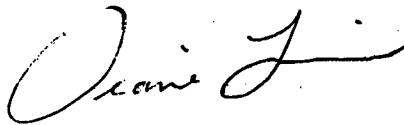
NA

5. Explain any citizen and/or other government participation that has or will take place.

NA

Required Signatures

Department/
Agency Director:



Date: 08/30/2005

Budget Analyst:

Date: _____

Department HR:

Date: _____

Countywide HR:

Date: _____

BOGSTAD Deborah L

From: WESSINGER Carol M
Sent: Wednesday, August 31, 2005 10:28 AM
To: Randy Leonard; Chief Carla Piluso; Chief Derrick Foxworth - PPB; Deborah Hansen; Ed Schmitt - MESD; Jim Hennings; Judge Dale Koch; Judge Julie Frantz; Judy Hadley; Karin Immergut; Michael D. Schrunck; SHIRLEY Lillian M; CRUZ Serena M; FULLER Joanne; Jim Jeddeloh; LINN Diane M; Maggie Miller; Mayor Tom Potter; NAITO Lisa H; PATE Patricia; ROLLINS Chiquita M; Sam Adams; sheriff
Cc: Tim Hartnett; Charlie Makinney (cmakinney@ci.portland.or.us); Christine Kirk; Donna D. Taggart; Jane Adams; Jessi Rhodes; Linda S Metzger; Maria Rubio; Mavis Murray; Sue Rutledge; WINTERS Nancy; BOGSTAD Deborah L; BOWEN-BIGGS Tara C; BROWN Jann O; CARROLL Mary P; Catherine Moyer; Charlene Willett; Doug Bray; FARRELL Delma D; GORDON Kathy; HUDSON Ray; Lee Graham; LENNON Karolin M; Leslie Nelson; LEWIS Sue E; Louise Grant; MCKEEL Gail H; MOORE Timothy A; NICE Matt L; Peter Ozanne; Priscilla Connolly; SODEN Stephanie A; Steve Liday; Susen Ritchey; WESSINGER Carol M
Subject: FW: Joint City Council Public Safety Discussion

-----Original Message-----

From: NAITO Lisa H
Sent: Tuesday, August 30, 2005 5:43 PM
To: CRUZ Serena M; ROBERTS Lonnie J; LINN Diane M; ROJO DE STEFFEY Maria; 'mayorpotter@ci.portland.or.us'; 'dsaltzman@ci.portland.or.us'; 'erik@ci.portland.or.us'; 'randy@ci.portland.or.us'; 'samadams@ci.portland.or.us'
Cc: WESSINGER Carol M; SHIPRACK Judith C; ROMERO Shelli D; CARROLL Mary P; WALKER Gary R; BELL Iris D
Subject: Joint City Council Public Safety Discussion

Greetings!

At the joint City/County meeting in September, I suggest the elected City and County officials jointly participate in briefings and field trips to fully understand the criminal justice system. I propose we have at least three additional educational meetings together as follows:

1. A meeting to lay out the public safety system from arrest, prosecution, incarceration to community supervision. This would include presentations by the Police Chief, District Attorney, Judiciary, Sheriff, and Community Justice.
2. A meeting to lay out community resources including mental health, housing, alcohol and drug treatment, and victim's services.
3. A meeting to focus on children and youth, including prevention programs, early intervention and the juvenile justice system.

Field trips could be taken individually or in small groups and could include riding along with the police, a tour of the jails, probation and parole, and juvenile detention.

Please let me know your thoughts on this.

Thanks!

Lisa

8/31/2005



Multnomah County, Oregon



City of Portland, Oregon

Multnomah County Board of Commissioners/Portland City Council Joint Work Session

**Tuesday, September 6, 2005 - 9:30 a.m. to 12:00 p.m.
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland**

Agenda

Welcome **Chair Linn and Mayor Potter**

(60 minutes) **Discussion on potential Levies for November 2006**

- **Parks: Commissioner Saltzman, Jeff Cogen**
- **Children's Investment Fund: Commissioner Saltzman, Jeff Cogen**
- **Library: Chair Linn, Molly Raphael, Dave Boyer**
- **Public Safety: Chair Linn, Commissioner Roberts, Dave Boyer**

(45 Minutes) **Discussion on Joint Budgeting – Public Safety Briefing:
Commissioner Adams, Commissioner Cruz, Dave Boyer, Tim Grewe**

(45 Minutes) **Discussion on Housing Issues: Commissioner Cruz,
Commissioner Sten, Bob Durston, Mary Carroll, Diane Luther**

- a) **Update on the 10 Year Plan to End Homelessness (first year goals progress report)**
- b) **Update on Bridges To Housing**
- c) **Informational briefing on Project Homeless Connect**

Home Again

*A 10-year plan to end homelessness in
Portland and Multnomah County*

Citizens Commission on Homelessness

December 2004

A Message of Hope

Despite the dedicated efforts of many, more people are homeless in Portland than ever before. If we as a community don't come up with a permanent solution to our city's homelessness problem, we risk having a permanent homeless population on our streets.

Last year, we convened the Citizens Commission on Homelessness to generate solutions to this challenge. Our charge to Commission members was simple: give us a plan to end homelessness in 10 years. This plan is the result of their hard work.

The Citizens Commission recommends changes to the way we combat homelessness that will produce effective and permanent results. These changes will require that local governments, social service agencies, nonprofit organizations, and institutions like hospitals and jails—all the partners in the homeless system—work together in innovative and more accountable ways.

This plan emphasizes immediate housing for chronically homeless people and a commitment to accountability for all homeless system partners. We want a system that tackles the problem of homelessness with housing and services that work, and we want those services delivered in the most coordinated, efficient manner possible.

This plan is the first step towards ending chronic cycles of homelessness forever. We hope you will join us in this very important effort.

Mayor Vera Katz
Mayor Elect Tom Potter
County Chair Diane Linn
Commissioner Erik Sten
Commissioner Serena Cruz

December, 2004

What needs to change?

It's widely accepted that the current homeless system, while it works well for some, is not doing enough to permanently end homelessness. Some people respond well to the system's design—which moves people from emergency shelters, to short-term shelters, to transitional housing, and then to permanent housing. For others, however, the system merely ferries people from service to service, and then back out onto the street. We need to get more people into housing and help them stay there.



Too much current spending on homelessness goes towards providing emergency services to homeless people, yet without ever getting them into permanent housing. Only about 30 percent of homeless individuals and families are currently placed into permanent housing after receiving services from our homeless system. Today's homeless system simply does not have the capacity to permanently house

everyone who needs it. The result is a cycle that leads many people into chronic or permanent homelessness.

A large population of homeless people is a symptom that our community is not healthy. It is not healthy for those who are homeless, and not healthy for the rest of us. The perception also exists among individual citizens, neighborhoods, and many in Portland's business community that homelessness is hurting the local economy. Many report that seeing chronically homeless people on the streets is disturbing or frightening to customers and tourists. The end to chronic homelessness needs to be one of our top priorities as a community.

Housing First Works

Last year JOIN—an organization dedicated to helping homeless people move into permanent housing—moved 436 homeless people off the street and into permanent housing. After a year, nearly 90 percent remained in this permanent housing

Making the homeless system work better

To move from the institutionalization of homelessness, the institutions that serve homelessness must change.

Rather than shuffling homeless people from service to service and back to the street, the aim of all government agencies, nonprofits, and institutions in the homeless system must be to first get homeless people into permanent housing.

This 10-year plan is built on three principles:

1. Focus on the most chronically homeless populations.
2. Streamline access to existing services in order to prevent and reduce other homelessness.
3. Concentrate resources on programs that offer measurable results.

These principles emphasize a “housing first” methodology for ending chronic homelessness and focus on shortening the length of homelessness experienced by anyone in our community.

Focusing on housing first, however, does not mean that housing is the only service offered. For many this housing will come in the form of permanent supportive housing, which offers social and clinical services to residents depending upon their level of need. These needs include medical care, mental health services, rent assistance, or other kinds of support. Research has shown that addressing other life issues in the context of permanent housing is the best way to affect permanent change in the lives of homeless people, be they chronically homeless adults or homeless families.

Moving people into housing first saves money

A study by Portland State University showed that homeless people spend 65 percent less time in hospitals and visited the emergency room 51 percent less once they moved into permanent supportive housing

Why focus on chronic homelessness?

On any given night, about 4,000 people sleep on the streets or in shelters across Portland. Homeless people can be adults, young people, couples, or families with children. They are living on the streets, either temporarily or for the long term, for a variety of reasons. They may be homeless because of an untreated mental illness, a physical disability, domestic violence, the loss of a job, or a drug addiction. They may be experiencing a financial crisis and have been evicted from their home for the first time; they may cycle from homelessness to housing and back to homelessness again; or they may be chronically homeless, having lived on the streets for many months or years.

This plan has a focus on chronically homeless people—mostly single adults who have been homeless for a year or more, though families can also experience chronic homelessness. Chronically homeless people are typically the most visible and troubling part of the homeless population, suffering from problems like drug addiction, mental illness, or other disabilities. They often recycle through our system unsuccessfully and place heavy economic burdens on taxpayer-funded programs. This drain on resources limits our ability to effectively serve others who are homeless or may become homeless.

Homelessness affects many families as well. Every year, approximately 2,200 people in families are homeless in Multnomah County. Unfortunately, this is often a cycle—research suggests that homelessness in families puts kids at risk of school failure, mental health problems, and substance abuse. Because of the difficulties they face while young, these children often grow up and fall back into homelessness by themselves or with their own families, creating a multigenerational homelessness problem.

While this plan emphasizes ending adult chronic homelessness, we remain committed to efforts to end homelessness for all people, including families. We also believe that families can experience chronic homelessness and are committed to understanding and serving this population effectively. By implementing this plan, we will build a system that serves all homeless people more effectively.

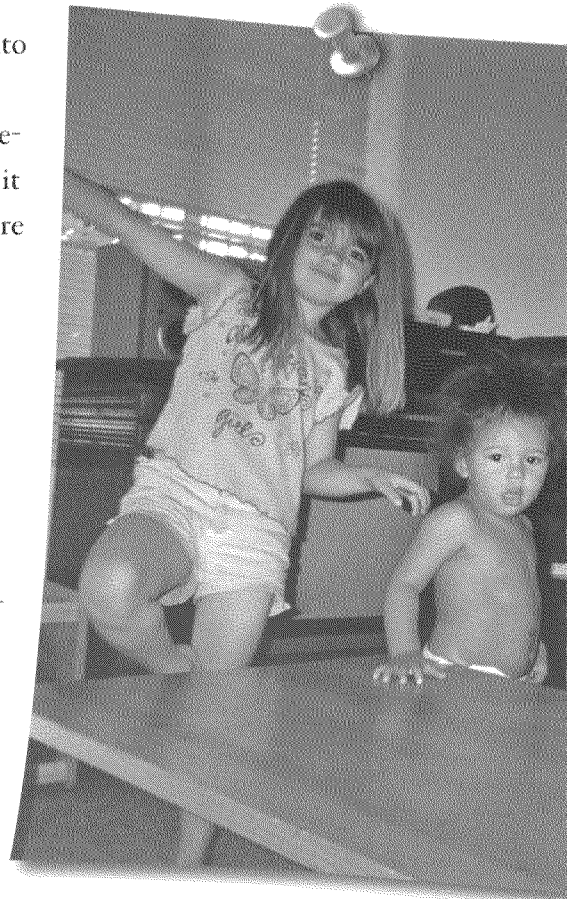
Using our resources more effectively

Chronically homeless people currently consume about half the resources spent on all homeless programs. These are the people for whom the current system is not enough. They are the homeless population most likely to be cycled back out onto the street rather than supported in permanent housing. When homeless people enter the homeless system and move back out into the streets, it creates strain on homeless programs and pressure on institutions like jails and hospitals.

By concentrating resources first on housing chronically homeless people, we will eliminate this pressure on the system, allowing us to use the homeless system more effectively for other homeless people, including families and those who are temporarily homeless. It will also help us respond more quickly and prevent homelessness when it threatens a person or family.

Who has a stake in ending homelessness?

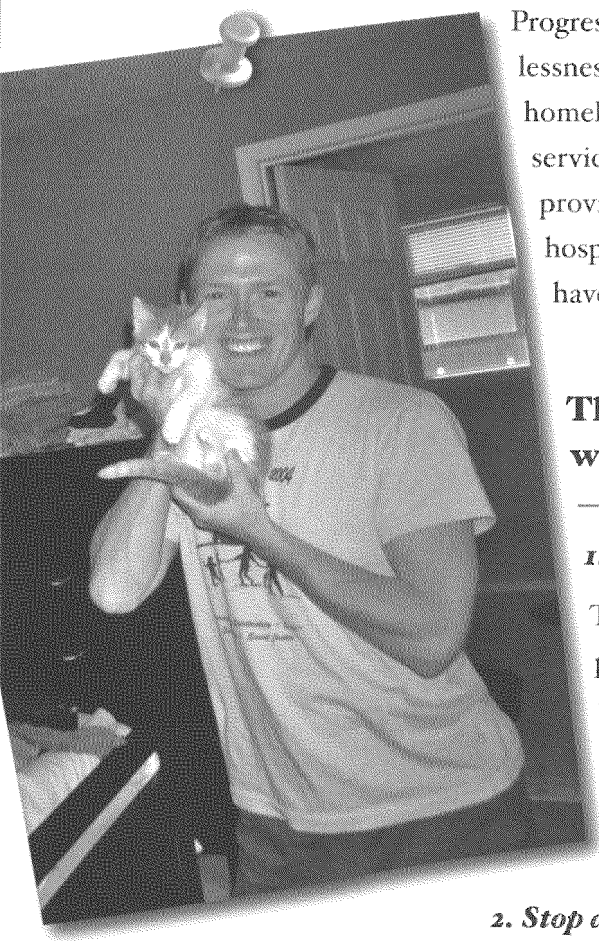
The City of Portland and Multnomah County invest public funds and operate programs that provide direct services to homeless people and families. The City and County also fund services provided by nonprofit organizations and private service agencies. Corrections facilities, hospitals, schools, churches, and charities also provide assistance to



homeless people. All are partners in the “homeless system” and have a direct stake in providing effective and efficient services with a goal to end homelessness.

The wider community also has a stake in ending homelessness. As members of a community, we want to take care of our citizens, including those with illnesses or disabilities who cannot care for themselves. In addition, all of us want safe, clean, and livable streets and neighborhoods.

Nine actions that will end homelessness



Progress towards permanently eliminating homelessness requires action by all partners in the homeless system: by local governments; by social service providers and nonprofits who regularly provide services to homeless people; and by the hospitals, corrections facilities, and others who have homeless people in their systems.

These are the steps by which we will end homelessness by 2015:

1. Move people into housing first.

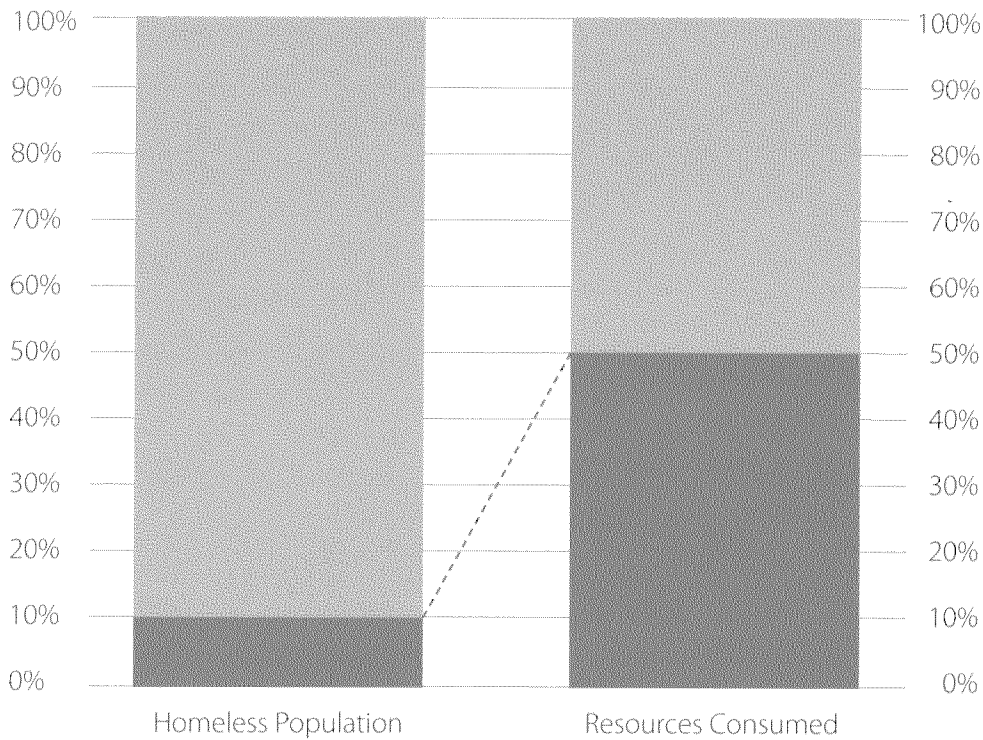
The most critical issue facing all homeless people—the lack of permanent housing—will be addressed first. Other services and programs directed at homeless people and families will support and maintain homeless people in this permanent housing.

2. Stop discharging people into homelessness.

When institutions like jails and hospitals discharge homeless people, they often struggle to link them to appropriate services because there is a lack of permanent supportive housing available. This also applies to the foster care system, which discharges young people at the age of 18, who are also at risk of becoming homeless.

Chronically homeless people consume more resources

Chronically homeless people—those who have been homeless a year or more—consume about half of the total resources spent on all homeless programs in Portland and Multnomah County, even though they represent only 10 percent of the total homeless population.



- Transitional and episodic homeless people
- Chronically homeless people

- Resources consumed include:
- Emergency medical services
 - Psychiatric services
 - Detox facilities
 - Shelters
 - Law enforcement and corrections

Culhane Metraux, Hadley, *The New York/New York Agreement Cost Study* (CSH 2001)

✧ ***We are beginning to create housing for chronically homeless people***

41 units of permanent housing with mental health and other service support will be available with the creation of Prescott Terrace, a partnership of the City of Portland, Multnomah County, the Housing Authority of Portland, and Cascadia Behavioral Healthcare

Implementation of this plan will help these institutions avoid discharging people to the streets by providing links to the right services and more permanent supportive housing.

3. Improve outreach to homeless people.

Linking homeless people to services and permanent housing will occur more quickly and effectively through coordinated outreach and engagement.

Outreach workers will be able to offer homeless people immediate access to permanent housing, rather than requiring many intermediate steps before access to housing is offered.

The creation of a new resource space will be considered as one tool to improve access to homeless assistance as well as provide a place for engagement. This facility will be equipped with basic necessities such as lockers and showers. Most importantly, this resource space will provide homeless people with quick and direct access to programs that move them directly into permanent housing. Services will be tailored to the varying needs of homeless people, including services for women who are victims of domestic violence, immigrants who do not speak English or for whom English is a second language, and people with mental and physical disabilities.

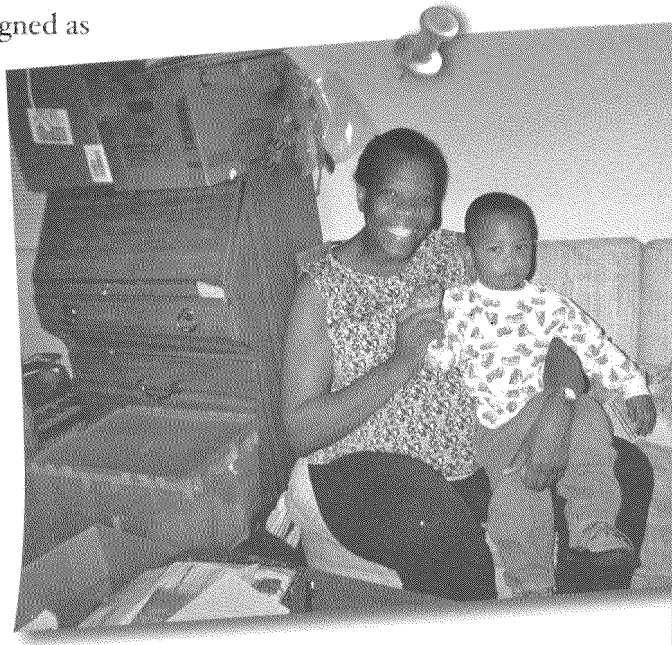
In addition to the new center, we will improve homeless families' access to assistance through Multnomah County's six regional service centers and culturally specific sites in order to ensure that the basic needs and safety of children are met.

4. Emphasize permanent solutions.

Too few homeless people are currently placed and supported in permanent housing. Too many are using the shelter system as temporary housing.

Only 27 percent of people now in the homeless system are placed in permanent housing. We will increase this number to 40 percent within three years. By 2012, we will place and maintain 60 percent of homeless people in permanent housing—this will more than double the number of people currently placed in permanent housing.

Homeless shelters were originally designed as temporary safe places for homeless people. With the growth of chronic homelessness, shelters are forced to house people for longer and longer periods of time. Under this plan shelters will return to their original purpose by providing easier access into shelters and quicker transition out of them. The length of time that homeless people stay in emergency shelters will be reduced from the current average stay of 150 days to no more than 45 days.



5. Increase supply of permanent supportive housing.

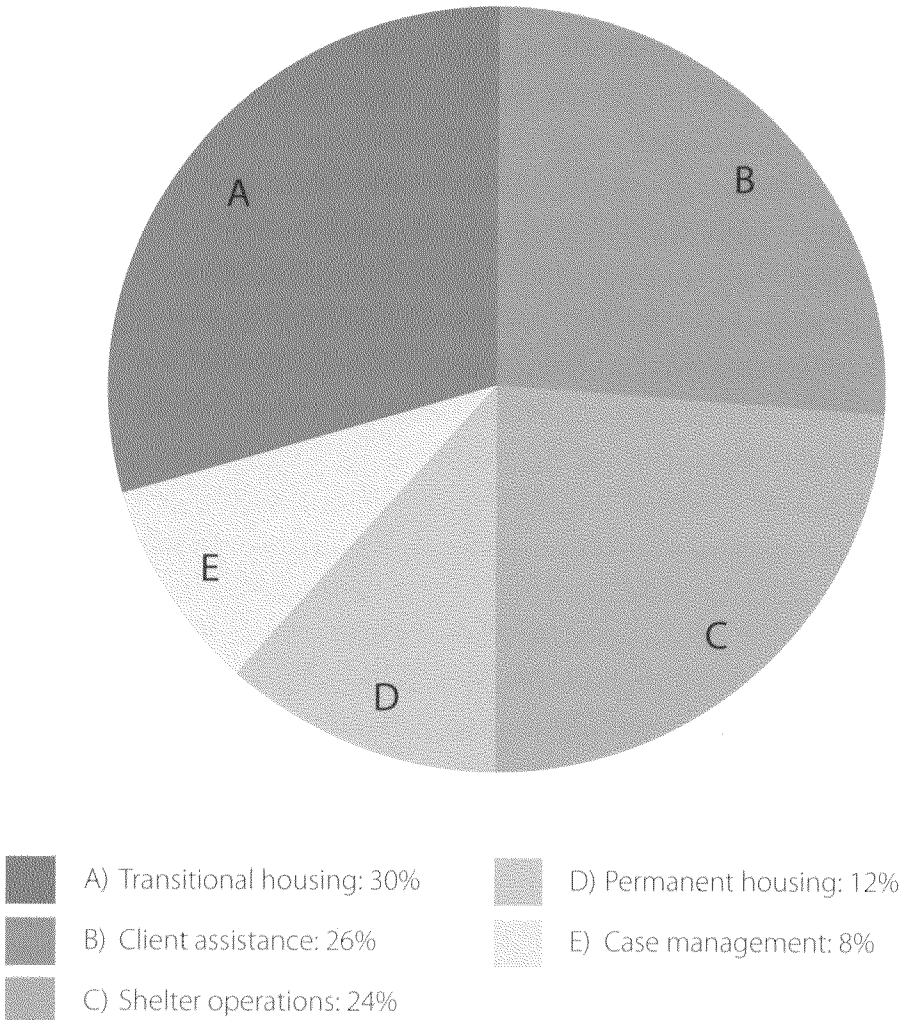
By 2015, the City and County will create 1,600 new housing units designated for the chronically homeless and 600 new units designated for homeless families. These will be permanent supportive housing units, offering social services to residents depending upon their level of need.

These additional housing units will be added to the homeless system's permanent units through new construction, renovation and conversion of other types of housing, and leasing units from the private sector. We will undertake to build the most cost-effective permanent supportive housing available.

Homeless funding by activity

About \$30 million is spent on services for homeless people in Portland every year, yet only about 12 percent of that money is currently spent on permanent housing.

Total FY 02-03 funding: \$32 million from federal, state, local, and private resources*



**An additional \$16 million was allocated in FY 02-03 funding for the construction of transitional and permanent housing for homeless persons.*

✱ ***We are already providing rent assistance that works***

Since 2001, “Transitions to Housing” has provided 524 households with short-term rent assistance. After six months, 83 percent of these households retain permanent housing without additional rent assistance

6. Create innovative new partnerships to end homelessness.

Ending homelessness in 10 years will require tremendous effort and resources.

We will strengthen relationships and partnerships among government agencies, nonprofits, and institutions in order to leverage funding that is available for permanent supportive housing.

Coordination among partners in the homeless system must also be improved. For example, an institutional divide between housing and service funding still stymies the development of more permanent supportive housing.

By demonstrating our success in moving homeless people and families into permanent housing, we also hope to recruit new partners, including the business community and ordinary citizens.

These new partnerships will bring us the additional resources necessary to completely end chronic homelessness. With the addition of new partners and new resources, we will be able to respond more quickly to homelessness when it happens—and even prevent it in the first place.

7. Make the rent assistance system more effective.

We will effectively coordinate existing rent assistance programs to sustain homeless people in permanent housing once they are placed there.

Rather than having multiple service providers and jurisdictions provide rent assistance through different programs, we will offer a streamlined program of rent assistance. Such assistance is particularly critical for families, who fare best when placed in permanent housing as quickly as possible upon facing homelessness or its threat.

To those who are already homeless, outreach workers will be able to offer rent assistance immediately upon moving them to a permanent housing situation, rather than waiting while application is made to a rent-assistance program.

8. Increase economic opportunity for homeless people.

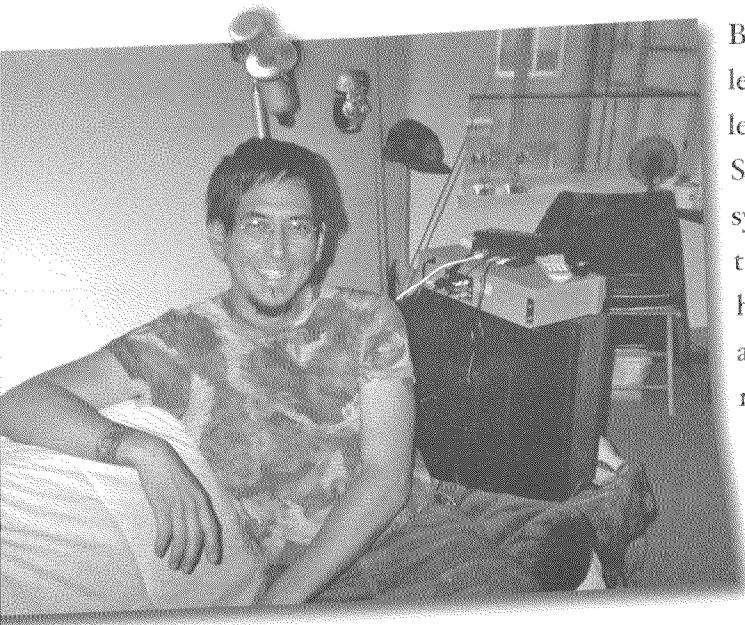
The City and County will work together to streamline the system that offers workforce assistance to homeless people.

Examples of this kind of change include:

- Greater access of homeless people to centers that provide job placement, job training, and employment counseling.
- Coordinated efforts to increase employment and wages for homeless people.
- The development of common standards that measure the employment outcomes of homeless people.
- Addressing gaps in the system. Child care, for example, is critical if homeless families are to gain employment and sustain themselves in housing.

The City and County will also work with the State of Oregon and federal agencies on streamlining the receipt of disability benefits by homeless people who are eligible and in need, but who are not currently receiving benefits.

9. Implement new data-collection technology throughout the homeless system.



By 2005 all partners in the homeless system will adopt the Homeless Management Information System (HMIS), a web-based system that helps in data collection and research about the homeless population. This will allow us to examine more accurately the numbers of homeless people, the frequency of homelessness, and the depth and breadth of homelessness.

Homeless Management Information System (HMIS)

In March of 2004 the City of Portland received a \$460,000 grant from the federal Department of Housing and Urban Development to implement the Homeless Management Information System (HMIS), a web-based database that aids in data collection and research about homelessness

In addition, HMIS will tell us what works and what does not work. This tool will help us:

- Determine if effective discharge planning from institutions is being done.
- Track the outcomes for homeless people who access the system.
- Plan more effectively to serve greater numbers of homeless people.

How will we know if the plan is successful?

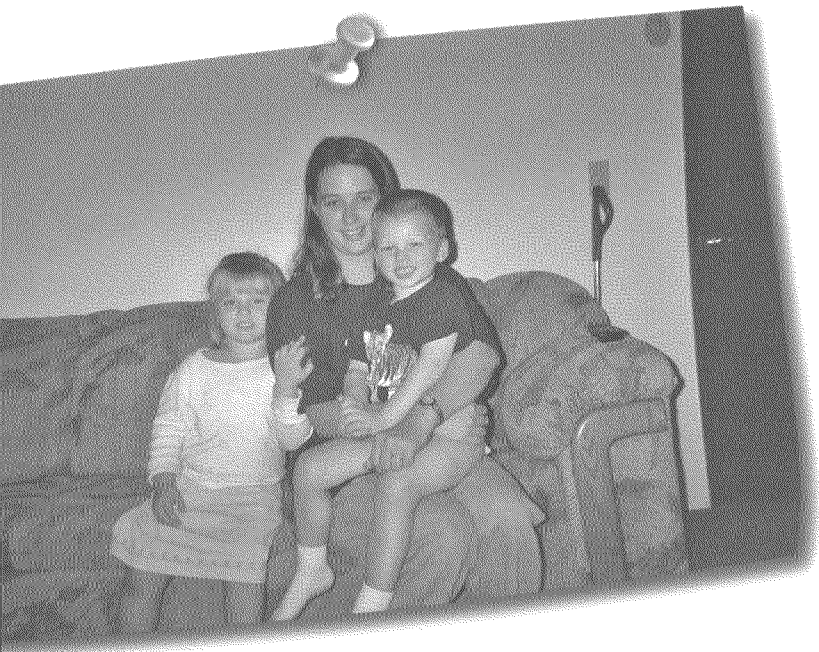
In order to make sure that this plan works, we have built in a system of accountability and measurable outcomes. No public funds will be used for programs or services that do not demonstrate measurable success at ending homelessness.

To gauge our success over time, the action steps above will be tied to specific and measurable outcomes for each program or service; these will be reviewed biannually by funders and reported to citizen stakeholders. If program outcomes are not met, those programs will see a reduction in public funding.

Conclusion

This plan lays out the changes that we need to institute over time in order to effect change. This plan is not about a one-time-only change; to the contrary, it is the framework for an evolution in policy and services targeted at homeless people.

The key to this plan's success will be in our commitment to innovation and accountability. We will be open to innovative ideas to end homelessness, but they must be ideas that can demonstrate success. Our goal must always be to implement what works.



The public involvement process that created this plan

During the last year, the 15 members of the Citizens Commission on Homelessness have been working with the broader community to develop the components of this 10-year plan.

Through regular meetings, the Commission has been developing and reviewing recommendations designed to increase coordination across the homeless system and maximize the system's effectiveness, efficiency and accountability. Participating in the Commission's work was a broad cross-section of community experts and activists, state, city and county program staff, community-based service agency representatives, private citizens and most importantly, homeless and formerly homeless people. In fact, this plan is one of the first homeless plans developed in Portland to incorporate the direct experience of homeless people.

A second planning body was established to continue the necessary coordination and planning with non-profit agencies and other groups and people with interests in homelessness. The Plan to End Homelessness Coordinating Committee represents a constituency of non-profit agencies, "mainstream" agencies serving homeless people (such as County Community Justice, health and mental health departments and the Housing Authority of Portland), representatives from other planning bodies, and homeless and formerly homeless people.

The wider community was also involved in the development of this 10-year plan. The Homeless Work Group sponsored by Southeast Uplift hosted a series of community forums to discuss combating homelessness from a neighborhood perspective. Input from these neighborhood forums has been instrumental in shaping the development of this plan.

EXPECT CHANGE

Goals that will be met by December 31, 2005

- 175 chronically homeless people will have homes
- 160 new units of permanent supportive housing will be opened and 300 additional units will be under development
- 20 “hard to reach” homeless youth will be permanently housed
- Waiting lists for shelters and numbers of those turned away from shelters reduced by a minimum of five percent
- Rent assistance program reforms will be completed to produce a streamlined administration and better outcomes for families and individuals
- 250 homeless families with children will be permanently housed, 50 of whom will be high resource users
- Resources for permanent supportive housing will increase from 12 percent to 20 percent of the overall amount spent by the homeless system
- An enhanced partnership to end homelessness will be formalized by public and private community partners
- The new Homeless Management Information System (HMIS) database will be fully operational in 26 homeless service agencies



* Members of the Citizens
Commission on Homelessness

J. Daniel Steffey, Chair

Joyce Furman

Don Washburn

Peter Finley Fry

Commissioner Erik Sten

Gretchen Kafoury

Commissioner Serena Cruz

Victor Merced

Sheriff Bernie Giusto

Antoinette Teixeira

Commander Rosie Sizer

Keith Vann

Commander Dave Benson

Howard Weiner

Russell Danielson

**Bureau of Housing and
Community Development**

421 SW 6th Avenue

Suite 1100

Portland, Oregon 97204

(503) 823-2375

www.portlandonline.com/bhcd

Home Again

*A 10-year plan to end homelessness in
Portland and Multnomah County*

Background

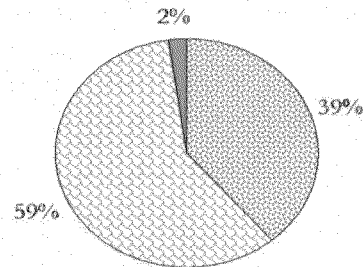
- ♦ Renewed interest in addressing homelessness on a national level
- ♦ Effort to develop plans to end homelessness began in 2000
- ♦ Efforts to end chronic homelessness spurred by new research released in 2002
- ♦ Locally supported by CSH systems change grant



Homelessness in Portland

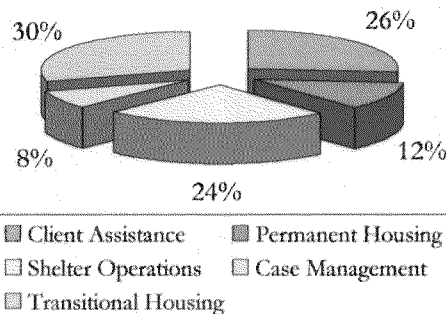
17,000-18,500 served in FY 03-04:

- ♦ 10,801 adults without children
- ♦ 7,094 persons in families:
 - 4,109 children under 18
 - 2,353 persons served in domestic violence system
- ♦ 411 unaccompanied youth (under 18)
- ♦ 4% increase from FY 02-03



Homeless Funding

Total FY 02-03 funding: \$32 million from federal, state, local and private resources*



*An additional \$16 million was allocated in FY 02-03 for the construction of transitional and permanent housing for homeless persons.

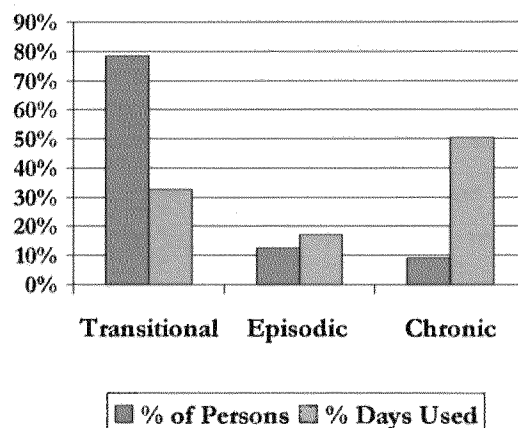


New Research Categories

- ♦ Chronic - experience homelessness for a year or longer
 - Usually individuals with multiple disabilities
- ♦ Episodic - multiple episodes of homelessness that are short or long-term
 - Individuals and families with multiple needs
- ♦ Situational or transitional - one time and short term homeless experience
 - Individuals and families with economic crises



Resource Use Varies by Type



Transitional:

→ 1.2 stays

→ 20.4 days

Episodic:

→ 3.8 stays

→ 72.8 days

Chronic:

→ 1.5 stays

→ 252.4 days



Research Drives System Change

- ♦ Homelessness has become an institution in communities
- ♦ We have invested millions of dollars, but we have not ended homelessness
- ♦ Our current system is managing the homeless problem, but not ending it
- ♦ To end homelessness, we need to do business differently



Process

- ♦ Citizens Commission established by Mayor with County Chair endorsement
- ♦ Community Based Planning in Coordinating Committee
- ♦ Involved over **250** people from more than **90** agencies & organizations



Three Principles

- ♦ Focus on the most chronically homeless populations;
- ♦ Streamline access to existing services to prevent and reduce other homelessness;
- ♦ Concentrate resources on programs that offer measurable results.



Nine Action Steps

- ♦ Move people into housing first
- ♦ Stop discharging people into homelessness
- ♦ Improve outreach to homeless people
- ♦ Emphasize permanent solutions
- ♦ Increase supply of permanent supportive housing



Nine Action Steps

- ♦ Create innovative new partnerships to end homelessness
- ♦ Make rent assistance system more effective
- ♦ Increase economic opportunity for homeless people
- ♦ Implement new data collection technology



1st Year Outcomes

- ♦ 175 chronically homeless people will have homes
- ♦ 160 new units of permanent supportive housing will be opened and an additional 300 units will be in pipeline
- ♦ 20 hard to reach homeless youth will be permanently housed



1st Year Outcomes

- ♦ Waiting list for shelter reduced by 5%
- ♦ Rent assistance reforms complete, with standard evaluation and streamlined access
- ♦ 250 homeless families with children will be permanently housed - 50 will be high resource users



1st Year Outcomes

- ♦ Resources for PSH increased from 12%-20% in homeless system
- ♦ Formalized partnerships with all jurisdictions, including State of Oregon, in place
- ♦ HMIS will be fully operational in 26 homeless service agencies

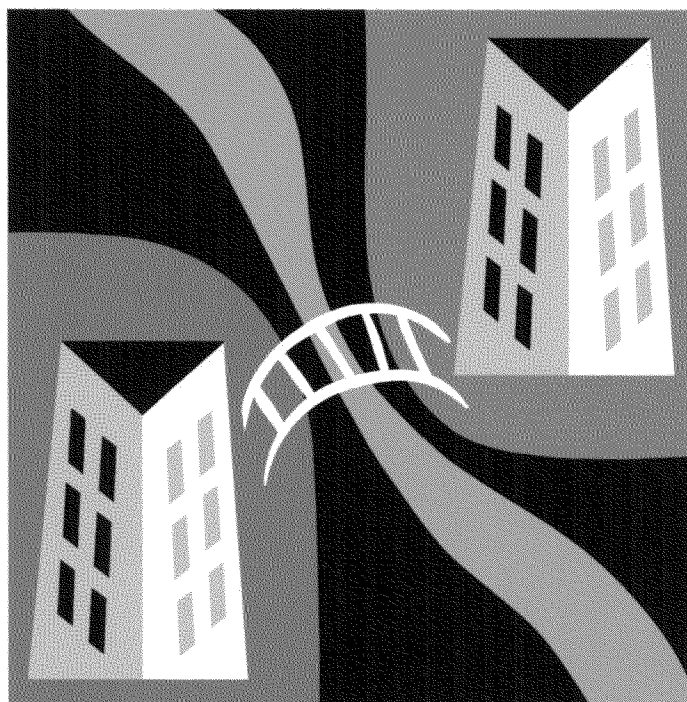


THANK YOU

Copies of the final report are available online at:
www.portlandonline.com/bhcd

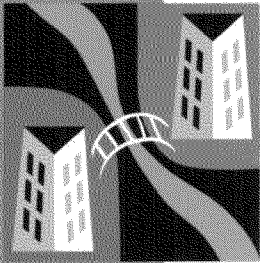
City of Portland, Bureau of Housing and Community Development





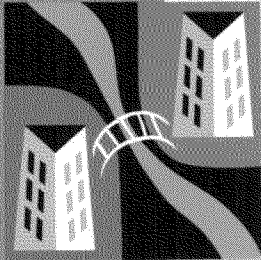
Bridges to Housing

**Ending Family Homelessness in the
Portland–Vancouver Metropolitan Area**



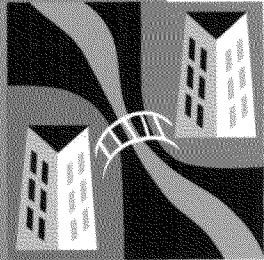
Select Administrative Agency

- Modeled after Washington Families Fund administrative structure
- RFQ released July 26th and due September 15th



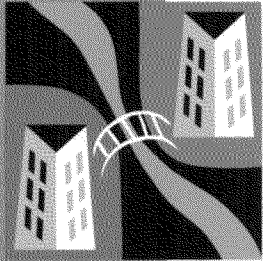
Raise \$1 million per year in new public & private funds

- \$1 million already allocated to Bridges from Multnomah County
- Requests to Meyer Memorial Trust and other local funders in Winter 2005 & Spring 2006
- When additional local funding is secured, request matching funds from Gates Foundation



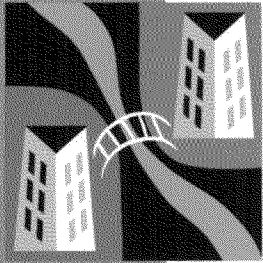
Community Outcomes

- Break cycle of multi-generational homelessness
- Reduce use of publicly funded services
- Develop permanent affordable housing as a community asset
- Increase tax base with families who will become income earners
- Improve school performance & increase high school graduation rates



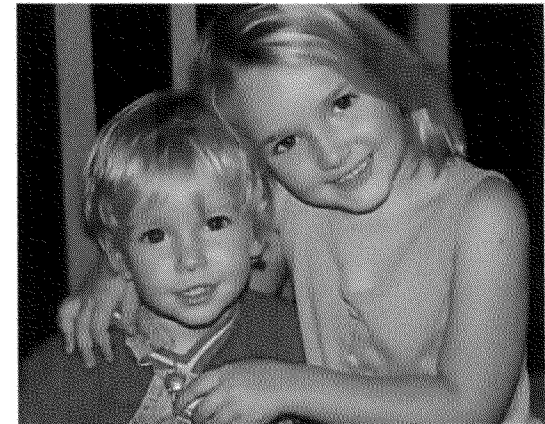
System Outcomes

- Align housing & service resources and systems
- Make more efficient use of resources by reducing use of emergency resources
- Ensure accountability & measurable outcomes
- Leverage new resources
- Negotiate flexibility in government resources & regulations



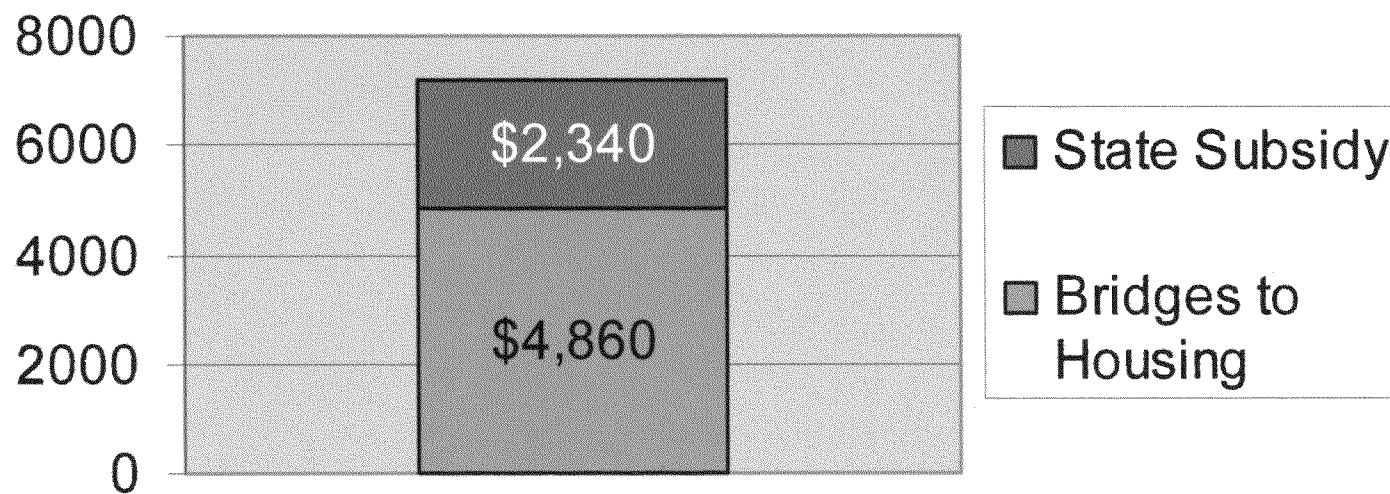
Family Outcomes

- Housing stability
- Economic stability
- Increased use of mainstream services
- Reduced use of crisis services
- Increased family stability and family unity
- Decreased school mobility





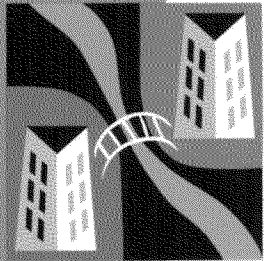
Annual Child Care Cost



Total \$7,200 Per Family

The Bridges to Housing portion includes a parent co-pay that will increase as parent income rises

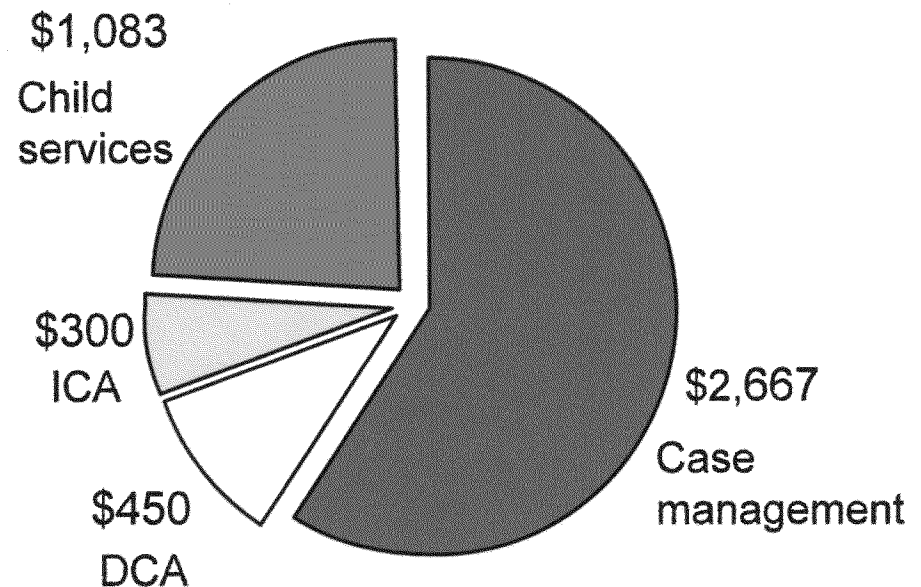
Source: Department of Human Services Local Shelter Counts from the Portland Metro Area (includes Vancouver, WA) determined that there is an average of 1 child between the ages of 0 and 5 per family.

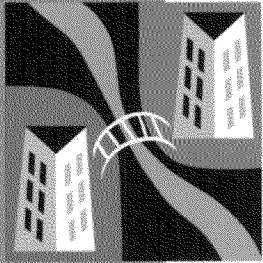


Intensive Services

\$4,500 per family per year

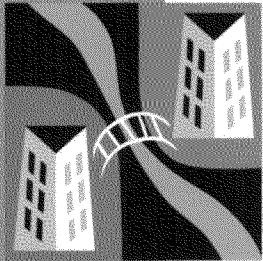
- **Case Management** based on current cost for 1 FTE for every 15 families.
- **Child Services** may include tutoring, after-school care, etc.
- **Indirect Client Assistance** may include parenting classes, housing readiness, job development, ESL.
- **Direct client assistance** may include transportation, food, diapers, household goods, legal fees.





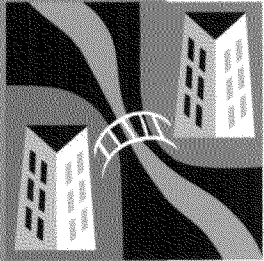
B2H Basics: the family package

- Two “bridge” years of intensive case management and services
- Enrollment in all mainstream services for which they are eligible (i.e. TANF, OHP, SSI)
- Rent assistance and child care subsidy for as long as the family is eligible
- Families can stay in their home for as long as they want



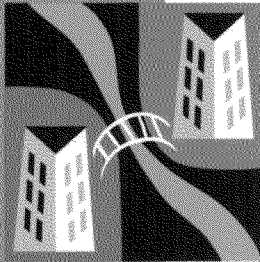
B2H Basics: the 1st 10 years

- Provide 300 units of permanent housing for high-need homeless families in the 4-county area
- Serve about 900 families and more than 1,900 children



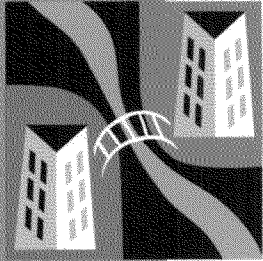
Bridges to Housing will fund

- Development capital
- Operating funds
- Rent “buy-down”
- Intensive support services
- Child care subsidy



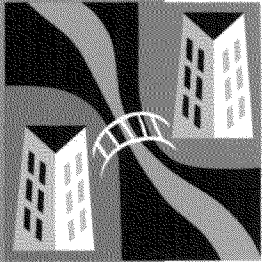
Housing/Service Models

	Permanent Housing	Transitional Housing
Intensive short-term services	Bridges to Housing	<i>Family transitional programs</i>
Long-term services	<i>Permanent supportive housing</i>	



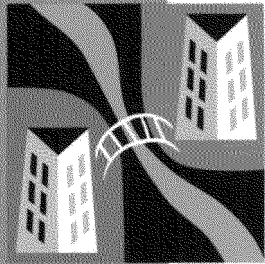
Bridges to Housing will serve:

- Families who can achieve and maintain stability with a “*bridge*” of two years of intensive case management, linkages to ongoing mainstream services, and permanent supportive housing
- Bridges to Housing will not serve families who will need intensive support services for the rest of their lives



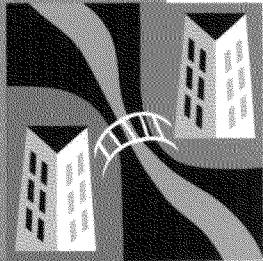
Key Elements

- Leverage regional public and private resources
- Build on existing best practices and models: *Sound Families & Washington Families Fund*
- Strengthen partnerships between funders & providers
- Align with plans to end homelessness in the four counties



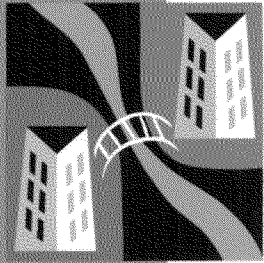
Bridges to Housing goals

- Eliminate long-term repeated homelessness in families with children
- Prevent intergenerational homelessness
- Create systems change by aligning services with housing throughout the four county region



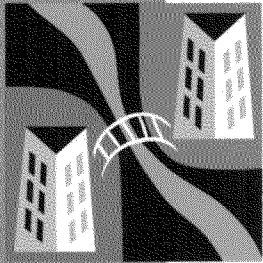
Regional Systems Change

- When funding is tight, we need to make sure every dollar makes a difference
- Investing in programs that link services with housing is good for kids and the community



Programs to address family homelessness are under-funded

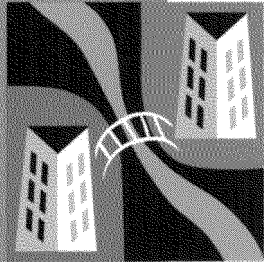
Agencies don't have enough resources to link services with housing for all the families who request help



Family homelessness is expensive

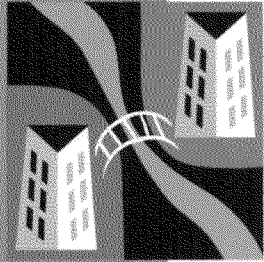
Public resources are spent on:

- Foster care
- Family shelter beds
- Jail beds
- Psychiatric hospital beds
- Rent assistance & motel vouchers
- School supplemental expenses



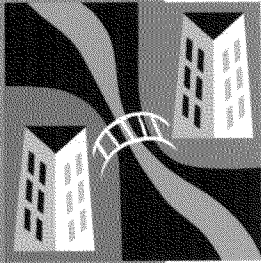
Success rates soar when services are linked to housing

- 80% of homeless families in programs that link services with housing retain their housing for a year or more
- Programs that provide services not linked with housing have only a 20% success rate



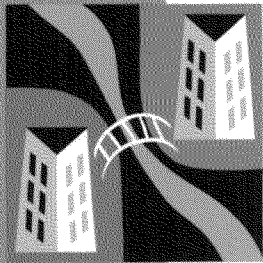
We know how to end homelessness for high-need families

- Permanent housing
- Mainstream services
- B2H intensive services



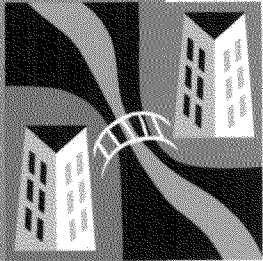
Bridges participants will be

- High-need homeless families with barriers to housing beyond economic need
- These families tend to be high resource users
- As families become stable, their need for emergency resources diminishes



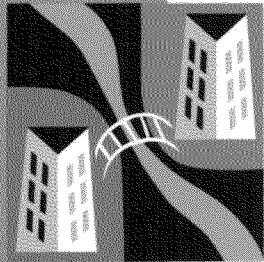
Family homelessness is a regional challenge

- 3,900 homeless children in the four-county region
- 1,800 homeless families with multiple barriers to housing such as mental illness, drug and alcohol use, domestic violence, physical or cognitive disabilities, etc.
- Among all homeless people in the region, 39% are in families with children



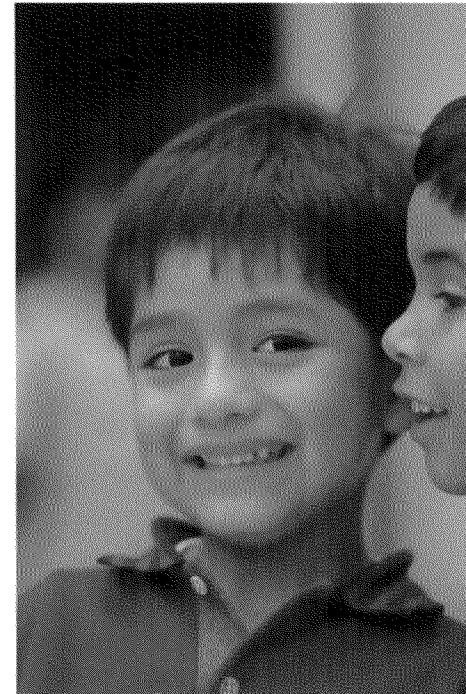
Bridges to Housing is

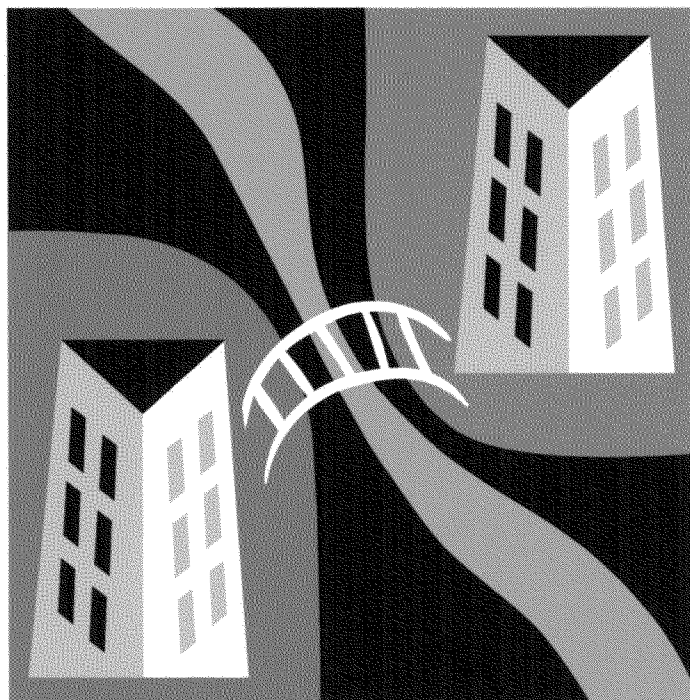
- Regional effort:
 - Clackamas
 - Clark
 - Multnomah
 - Washington
- Focused on serving high-need homeless families with children
- Key component of plans to end homelessness



Values

- To succeed in school and life, children need stable housing
- Housing and services give families an opportunity to build better lives





Bridges to Housing

**Ending Family Homelessness in the
Portland–Vancouver Metropolitan Area**



Multnomah County, Oregon



City of Portland, Oregon

Multnomah County Board of Commissioners/Portland City Council Joint Work Session

Tuesday, September 6, 2005 - 9:30 a.m. to 12:00 p.m.
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

Agenda

Welcome Chair Linn and Mayor Potter

(75 minutes) Hurricane Katrina Survivor Update

(5 minutes) Break

(10 minutes) Discussion on potential Levies for November 2006

- Parks: Commissioner Saltzman, Jeff Cogen
- Children's Investment Fund: Commissioner Saltzman, Jeff Cogen
- Library: Chair Linn, Molly Raphael, Dave Boyer
- Public Safety: Chair Linn, Commissioner Roberts, Dave Boyer

(30 Minutes) Discussion on Joint Budgeting – Public Safety Briefing:
Commissioner Adams, Commissioner Cruz, Dave Boyer, Tim Grewe

(30 Minutes) Discussion on Housing Issues: Commissioner Cruz,
Commissioner Sten, Bob Durston, Mary Carroll, Diane Luther

- a) Update on the 10 Year Plan to End Homelessness (first year goals progress report)
- b) Update on Bridges To Housing
- c) Informational briefing on Project Homeless Connect

CITY OF PORTLAND

JAIL BED AND TREATMENT INITIATIVE

September 6, 2005

CITY'S JAIL BED INITIATIVE

DIRECTION ON HOW THE MONEY WILL BE SPENT

City of Portland Budget:

“Multnomah County

Jail Beds

\$1,800,000

This appropriation provides one-time funding to Multnomah County for the reservation of 58 jail beds. The jail beds will be filled at the discretion of the Portland Police Chief. The allocation includes funding for incarceration and treatment.”

Multnomah County Budget:

“The city of Portland has provided a one-time allocation of \$1.8 million to increase jail capacity for local offenders. Within legal constraints, the City has the right to determine how that capacity will best fit the City's needs and objectives. The allocation will increase local capacity in the jail system by 57 beds. * The Sheriff's Office shall track and report the utilization rate and profile the offenders who will be using these jail beds. The City Council, the Local Public Safety Coordinating Council, and the Board of County Commissioners – through regular Board meetings – will receive regular quarterly reports of the utilization of this resource.

Of the City's \$1.8 million public safety contribution, \$1.3 million will be allocated to open a dorm at Inverness Jail (57 beds), and \$500,000 will be used to match the \$2,000,000 contribution by the County to maintain a total of 68 alcohol and drug treatment beds that otherwise would have closed due to State budget cuts.”

*** NOTE: 65 Work Release beds were closed effective August 15, 2005, resulting in a NET LOSS of jail beds even with the addition of the city funded 57 beds.**

~PROPOSAL~

EXPENDITURE OF CITY'S JAIL SET-ASIDE FUNDS:

Project 57 – Targeted Pre-Arrestment Jail Beds (October 1, 2005 thru October 1, 2006)	\$1,300,000
---	--------------------

Voluntary Substance Abuse Treatment (VSAT) Program (November 1, 2005 – November 1, 2006)	\$ 500,000
--	-------------------

Five (5) Rotating* In-patient Beds	\$246,375
Cascadia's Ritz Facility	
<i>(For Offenders with most serious Addiction & Mental Health Problems)</i>	

Other Treatment Options – <i>(Based on Level of Care assessment)</i>	\$253,625
--	------------------

TOTAL	<hr/> \$1,800,000
--------------	--------------------------

* billing would be for actual, in-patient days

PROJECT 57

PRE-ARRAIGNMENT DETENTION

I. Who Will Be Included? (Offender Profile):

Persons who are subject to a probable cause arrest (Fresh charges – Not Warrants) for one of the below listed crimes,

- **Second Degree Burglary (Commercial Burglary)**
- **Driving Under the Influence of Intoxicants (DUII)** – with additional charges of Driving While Revoked (DWR), Driving While Suspended (DWS) Crime, and/or Felony DUII (three prior convictions)
- **Unauthorized Use of a Motor Vehicle (UUMV)**
- **Distribution of Controlled Substances (DCS)**
- **Manufacture of Controlled Substances (MCS)**
- **Possession and Attempted Possession of Controlled Substances (PCS)** while in a Drug Free Zone (DFZ)
- **Prostitution and Attempted Prostitution while in a Prostitution Free Zone (PFZ)**
- **Violations of DFZ and PFZ Variances**

Equal Protection Issue: In order to mitigate “equal protection” concerns, MCSO has agreed to apply Project 57 protocols to anyone who fits the Project 57 profile and is booked into the jail, regardless of jurisdiction of arrest.

II. Why These Charges?

These charges were selected because they:

- **Have a High Impact on Neighborhood Livability**
- **Are closely Related with Substance Abuse and Drug Trafficking**
- **Have a low Matrix Score resulting in NO LODGING in County Jail**

III. Incarceration:

Project 57 designation will make the person subject to **immediate arrest and lodging UNTIL ARRAIGNMENT** in the County jail - (terminates practice of "book, cite and release.")

IV. Rationale for Pre-Arrest Incarceration (Assumptions)?

- Offenders who are in Court for arraignment, have a greater likelihood of Making subsequent Court appearances to complete the adjudication of their charges.
- A disproportionately large percentage of offenders apprehended on the listed charges likely will be chronic, repeat offenders with extensive FTA histories.
- The prospect of certain, short term incarceration is an effective deterrent to chronic, repeat criminal offending

V. Police Discretion:

Portland Police **Officers will designate** the individual as a Project 57 offender, **unless otherwise approved by a supervisor.**

Documentation of Exceptions: When a Project 57 eligible offender is issued a Citation and NOT lodged into the County jail, the arresting Officer's supervisor will submit a brief e-mail, through channels to the Assistant Chief of Operations, **explaining the exception to the Project 57 policy.**

VI. Pre-Conditions for Program Success:

#1 – Matrix Exceptions Allowed: MCSO has agreed to hold Project 57 Offenders until their arraignment even when their matrix scores would allow for their release.

#2 – Project 57 Offenders Are Not Released Through Recog – District Court WILL NOT officially amend current Recog policies (i.e., the list of charges eligible for recog) for Project 57 Offenders!!!!

Nevertheless:

- Since MOST Project 57 Offenders are expected to be chronic offenders with extensive criminal histories of convictions and FTAs, the majority are NOT likely to be found eligible for recog.

- Most Project 57 offenders will be held until arraignment, even without changing the official recog policy.
- District Court will monitor release activity of Project 57 Offenders and remain open to further discussions regarding the Recog Policy if too many are being released.

VII. Disproportionate Impact of Matrix Waivers:

- **Matrix System Objective:**

- Keep in jail the most serious offenders (i.e., those posing the greatest risk to public safety) – Typically Person Crime Charges Homicide, Assault, Rape, Sodomy, etc

- When jails are full, release the least serious offenders (i.e., those posing the lowest risk to public safety) – Typically Property Crime and Misdemeanor Charges such as Theft, Burglary, Criminal Mischief, Prostitution, DUII

- **Project 57 Offenders Objective:**

- Emphasize holding until arraignment those offenders charged with crimes having a high impact on Neighborhood Livability (Drug Dealing and Prostitution) and those closely related to Substance Abuse issues (Drug Manufacturing, Distribution, and Possession, Commercial Burglary, UUMV/Auto Theft, Felony DUII).

RESULT: There may be times when offenders will be released from jail with higher Matrix Scores (more serious charges) than Project 57 Offenders

VIII. Project 57 Oversight:

A two tiered committee process will be instituted to administer and evaluate the effectiveness of Project 57. The Committees will be organized and include [participants as follows:

Management Committee:

- Maria Rubio, Mayor's Office
- Assistant Chief Stan Grubbs, PPB
- Deputy District Attorney Wayne Pearson, MCDA
- Deputy City Attorney David Woboril, PCA
- Commander Rosie Sizer, PPB
- Lt Jay Heindenrich, MCSO
- Multnomah County Department of Community Justice

Oversight Committee:

- Members of the Management Committee
- Office of Commissioner Leonard
- Maria Rubio, Mayor's Police Liaison
- Eric King, Office of Neighborhood Involvement
- Samantha Kennedy, ONI ACCESS
- Deputy District Attorney Laurie Abraham, MCDA
- Citizens' Crime Commission
- Michael Kuykendahl, Portland Business Alliance
- Local Public Safety Coordinating Council (LPSCC)

The **Management Committee** initially will **meet weekly** to receive and evaluate data on offenders included in Project 57. The Committee will determine:

- The extent to which the demographics of the Project participants reflect the intended offender profile parameters.
- The extent to which the participant profiles represents an effective use of the Project 57 beds.
- The extent to which Project offenders are, in fact, being held through arraignment

Adjustments to the Project's operations will be initiated by the Management Committee as and when appropriate.

The **Oversight Committee** will meet monthly to receive and discuss Project 57 performance data and make **recommendations for adjustments** to project parameters.

IX. Project Performance Evaluation:

Data for the following Performance Measures will be collected, analyzed, and reported periodically:

- Number of Project 57 offenders detained through arraignment, by criminal charge
- Project 57 offender profiles by:
 - gender and ethnicity
 - prior arrests, by charge
 - prior convictions, by charge
 - arraignment disposition
 - FTA Warrants outstanding at time of detention as a Project 57 Offender
 - Other Wants and Warrants outstanding at time of detention as a Project 57 Offender
 - Matrix Score
 - Positive test for Substance Abuse
 - Number of Days of Incarceration
- Reported crimes in drug free and prostitution free zones and other targeted areas
- Number of offenders admitted to the Voluntary Substance Abuse Treatment (VSAT) Program.
- Profiles of offenders admitted to VSAT
- Percentage of VSAT offenders dropping out of the program or successfully completing the program.
- Number of offenders cited or taken into custody after completing participation in Project 57, by charge.
- Number of VSAT offenders cited or taken into custody after admission to the VSAT program and after completion of the VSAT program.
- Number of Project 57 offenders detained through arraignment, by criminal charge
- Number of Project 57 offenders released prior to arraignment by criminal charge, matrix score, reason for release (including bail), and arraignment disposition
- Daily matrix release high score
- Daily average matrix score for Project 57 offenders
- List of persons cited in lieu of lodging

~Draft Proposal~

**VOLUNTARY
SUBSTANCE ABUSE TREATMENT (VSAT)
PROGRAM**

FUNDING:	\$500,000	
EXPENSE:	\$246,375	Five (5) “Rolling” In-Patient Beds Cascadia’s Ritz Program – For Offenders With Severe and Mental Health Issues
	\$253,625	Other, Mostly Out-Patient Treatment

I. PART ONE: CRITICAL IN-PATIENT TREATMENT

a. Who Will Be Included?

Offenders with severe and persistent mental illness combined with severe addiction problems and: a) volunteer to enter treatment and b) demonstrate the most need and potential to benefit from treatment.

b. How Will Treatment Be Provided?

The City of Portland will purchase five treatment beds through MC-DCJ which will acquire the beds through a "fee for service" contract – probably with Cascadia's Ritz facility

II. PART TWO: RESIDENTIAL OR OUTPATIENT TREATMENT

a. Who Will Be included?

Offenders with less severe substance abuse problems who: a) volunteer to enter treatment and b) demonstrate the most need and potential to benefit from treatment

b. How Will Treatment Be Provided?

Treatment services will be procured through Multnomah County and provided by a number of drug and alcohol treatment centers and will be part of the overall treatment continuum operated by the County. Based on an assessment for Level of Care, clients will be placed in residential or outpatient treatment.

III. GENERAL PROGRAM PROTOCOLS

a. How Will Patients be Referred?

- *Office of Neighborhood Involvement's (ONI's) "ACCESS" Program (funded by Portland Police Bureau)*
- *Multnomah County's Community Based Service Team (CBS)*
- *Multnomah County's Department of Community Justice (DCJ)'s Mentally Ill Offenders Supervision Team*
- *Multnomah County Corrections (for Project 57 offenders who volunteer for treatment upon lodging into jail and complete a*

triage form with a Corrections Counselor to screen for appropriate level of treatment)

c. Patient Prioritization

First priority will be given to DCJ clients who are on a waiting list for voluntary admission to treatment and are recommended by ACCESS/PPB.

c. Case Management and Follow-up

ACCESS program staff and one staff from Multnomah County Human Services' Community Based Service (CBS) Program will be trained and available to motivate clients to attend treatment, complete the Alcohol and Drug triage form, make appropriate referrals, assist clients with getting basic needs met, work with Parole and Probation Officers when appropriate, staff cases with Alcohol and Drug treatment program and provide on-going support during early stage recovery.

d. Project Oversight

Project 57 Management Committee – Will receive reports from service Providers, assess the extent to which the program is achieving its intended Purpose and initiate policy and protocol changes as necessary.

Multnomah County Mental Health and Alcohol Advisory Committee – Will Receive reports from service providers and recommend program changes When and as appropriate.

LPSCC, City Council & County Commissioners will receive quarterly Status reports.

e. Project Evaluation

The following performance factors will be tracked:

- *Number of Offenders admitted to treatment, by referral source*
- *Treatment placement*
- *Percentage of offenders successfully completing, terminated for non-compliance, or withdrawing voluntarily from treatment*
- *Length of time offenders receive case management services through ACCESS and/or CBS*
- *Other data elements that may be identified*

“NEXT STEPS”

- **Develop final draft of the project description and obtain approval by MCSO, MCDA, Police Bureau, City Attorney, and Mayor – *draft being prepared***
- **Obtain cooperation of Presiding Judge Koch - *done***
- **Develop formal, City-County Interagency Agreement and implementing ordinance – *in progress***
- **Develop Management Information Reporting System with PPB Data Processing, Records, and Planning & Support Divisions and MCSO Planning & Research – *in progress***
- **Obtain input and support from key stakeholders:**
 - **Public Defender**
 - **Multnomah County Department of Community Justice -*done***
 - **City Commissioners – *COS Briefed and Concurred***
 - **County Chair and Commissioners – *by MCSO & MCDCJ***
 - **LPSCC – *to be briefed on 9/13***
 - **Crime Commission**
 - **Oregon Partnership/CARSA**
 - **ACLU**
 - **Portland Business Alliance**
 - **Neighborhood Associations and Coalitions – *by ONI***
- **File Ordinance for City Council consideration – Mid to Late September**
- **Implement Project 57 Pre-arraignment Incarceration on October 1**

NOTE: The development of final protocols for the Voluntary Substance Abuse Treatment (VSAT) Program will follow a track separate from that of the Project 57 Incarceration project and will be submitted for City Council and County Commissioner approval as soon as the protocols are finalized. – *nearly completed*

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. 05-

Approve a joint City of Portland and Multnomah County Public Safety System Planning and Budget Process.

The Multnomah County Board of County Commissioners Finds:

- a. The City of Portland and Multnomah County share the responsibility of providing a public safety system for citizens of Portland and Multnomah County.
- b. Citizens do not draw distinctions between services provided by the County or those provided by the City, they look for services to fulfill community needs.
- c. Jurisdictions across the country seek innovative and cost effective ways of serving their populations in the face of rising taxes, a slowly reviving economy, and a reduction of state and federal funding.
- d. The public safety services provided by the City and the County are interconnected and require a balance of prevention, enforcement, incarceration, supervision and treatment.
- e. The public desires to feel and be safe in their homes, neighborhoods and communities:

The Multnomah County Board of County Commissioners Resolves:

1. The City of Portland and Multnomah County governments will conduct a joint planning and budgeting process to help identify the community's public safety priorities.
2. The City of Portland and Multnomah County will map out the existing City/County public safety system to identify gaps, overlap, duplication, and opportunities for funding collaboration as it relates to public safety priorities.
3. The City of Portland and Multnomah County will involve public safety stakeholders in the process.
4. The City and the County will enter into an Intergovernmental Agreement in order to accomplish the goals established in this collaboration project

ADOPTED this day of October, 2005.

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Diane M. Linn, Chair

REVIEWED:

AGNES SOWLE, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By _____
Agnes Sowle, County Attorney

RESOLUTION NO.

Approve a joint City of Portland and Multnomah County Public Safety System Planning and Budget Process.

WHEREAS, the City of Portland and Multnomah County share the responsibility of providing a public safety system for citizens of Portland and Multnomah County; and

WHEREAS, citizens do not draw distinctions between services provided by the County or those provided by the City, they look for services to fulfill community needs; and

WHEREAS, jurisdictions across the country seek innovative and cost effective ways of serving their populations in the face of rising taxes, a slowly reviving economy, and a reduction of state and federal funding; and

WHEREAS, the public safety services provided by the City and the County are interconnected and require a balance of prevention, enforcement, incarceration, supervision and treatment; and

WHEREAS, the public desires to feel and be safe in their homes, neighborhoods and communities:

NOW, THEREFORE, BE IT RESOLVED, the City of Portland and Multnomah County governments will conduct a joint planning and budgeting process to help identify the community's public safety priorities; and

BE IT FURTHER RESOLVED, that the City of Portland and Multnomah County will map out the existing City/County public safety system to identify gaps, overlap, duplication, and opportunities for funding collaboration as it relates to public safety priorities; and

BE IT FURTHER RESOLVED, the City of Portland and Multnomah County will involve public safety stakeholders in the process; and

BE IT FURTHER RESOLVED, the City and the County will enter into an Intergovernmental Agreement in order to accomplish the goals established in this collaboration project.

Adopted by the Council,

Mayor Tom Potter
Commissioner Sam Adams
Prepared by: Jane Ames, and Maria Rubio
September , 2005

GARY BLACKMER
Auditor of the City of Portland
By
Deputy

**Public Safety
Multnomah County
FY 2005 Adopted Budget**



Sheriff's Office	2004-05 Adopted Expenditures	2004-05 Adopted FTE
Executive Office	3,634,829	16.50
Business Services	17,456,996	180.50
Corrections	64,173,089	535.73
Law Enforcement	12,448,682	100.80
Total Costs/FTE	97,713,596	833.53

Dept. of Community Justice	2004-05 Adopted Budget	2004-05 Adopted FTE
Director's Office	1,799,091	11.50
Employee, Community & Clinical Services	15,061,278	16.25
Juvenile Services	25,133,817	180.16
Adult Services	32,601,650	337.13
Resource Dev. & Specialized Services	177,089	1.00
Total Costs/FTE	74,772,925	546.04

District Attorney's Office	2004-05 Adopted Budget	2004-05 Adopted FTE
Administration	4,263,114	32.08
Felony Court	6,308,837	65.69
Family Justice	11,207,114	118.28
Total Costs/FTE	21,779,065	216.05

Public Safety Total	2004-05 Adopted Budget	2004-05 Adopted FTE
Sheriff's Office	97,713,596	833.53
Department of Community Justice	74,772,925	546.04
District Attorney's Office	21,779,065	216.05
Total Costs/FTE	194,265,586	1,595.62



CITY OF PORTLAND

OFFICE OF MANAGEMENT AND FINANCE

Tom Potter, Mayor
Timothy Grewe, Chief Administrative Officer
1120 SW Fifth Ave., Suite 1250
Portland, Oregon 97204-1912
(503) 823-5288
FAX (503) 823-5877

MEMORANDUM

TO: Commissioner Adams

FROM: Tim Grewe, Chief Administrative Officer
Office of Management and Finance

DATE: September 2, 2005

Subject: City of Portland Public Safety Spending

Attached is information on the City of Portland's public safety spending, not including Fire Bureau spending.

Sum of CV55_TOTAL		
Group	Account Detail	Total
529	MISC SERVICES	292,303
511	FULL-TIME EMPLOYEES	81,691,772
512	PART-TIME EMPLOYEES	570,948
514	OVERTIME	6,486,477
515	PREMIUM PAY	2,901,132
517	BENEFITS	17,715,464
518	PAID ABSENCE	979,420
521	PROFESSIONAL SERVICES	611,047
522	UTILITIES	7,498
523	EQUIPMENT RENTAL	26,260
524	REPAIR & MAINT SERVICES	428,151
529	MISC SERVICES	9,830,253
531	OFFICE SUPPLIES	359,311
532	OPERATING SUPPLIES	522,200
533	REPAIR & MAINT SUPPLIES	72,313
534	MINOR EQUIP & TOOLS	4,662,712
535	CLOTHING & UNIFORMS	503,919
539	OTHER COMMODITIES EXTERNA	2,500,498
541	EDUCATION	230,962
542	LOCAL TRAVEL	19,130
543	OUT-OF-TOWN TRAVEL	122,384
544	SPACE RENTAL	218,321

546	REFUNDS	260
549	MISCELLANEOUS	361,642
551	FLEET SERVICES	6,555,455
552	PRINT/DISTRIBUTION	723,935
553	FACILITIES SERVICES	4,724,149
555	DATA PROCESSING SERVICES	8,872,948
556	INSURANCE	3,468,633
558	INTRA FUND SERVICES	1,936,421
559	OTHER INTER FUND SERVICES	535,085
564	CAPITAL EQUIPMENT	80,000
575	OTHER CASH TRANSFERS	164,029
Grand Total		158,175,032

** See below

** This budget does not reflect approximately \$10 million in public safety funding that comes from grants. The grant funds are typically awarded after the budget is finalized and are included in the budget figures during the "Fall bump".



Draft
9/4/05

RFP No. 104602

PROFESSIONAL, TECHNICAL AND EXPERT SERVICES

City of Portland, Oregon
September 9, 2005

REQUEST FOR PROPOSALS

for

Public Safety Collaboration Project

PROPOSALS DUE: September 29, 2005 by 4:00 p.m.

Envelope(s) shall be sealed and marked with RFP # and Project Title.

Submit one (1) original and (*) complete copies of the Proposal to:

City of Portland
Bureau of Purchases
1120 SW 5th Avenue, Room 750
Portland, OR 97204

Refer questions to:

Christine Moody, CPPB
Acting Purchasing Manager
Phone: (503) 823-1095
Fax: (503) 823-6945 Email: cmoody@ci.portland.or.us

There is no PRE-SUBMITTAL MEETING scheduled for this RFP

DRAFT 8/31/05

GENERAL INSTRUCTIONS AND CONDITIONS

Draft

DIVERSITY IN EMPLOYMENT AND CONTRACTING REQUIREMENTS – The City of Portland seeks to extend contracting opportunities to Minority Business Enterprises, Women Business Enterprises and Emerging Small Businesses (M/W/ESBs) in order to promote their economic growth and to provide additional competition for City contracts. Therefore, the City has established an overall 20% utilization goal in awarding PTE contracts to ESBs. No goal is set for the use of M/WBE firms, but the City is committed to ensuring that such firms receive opportunities and equal consideration to be awarded City PTE contracts.

ENVIRONMENTALLY PREFERABLE PROCUREMENT – In accordance with the City's Sustainable City Principles and the City's Sustainable Procurement Strategy, it is the policy of the City of Portland to encourage the use of products or services that help to minimize the human health and environmental impacts of City operations. Therefore, proposers are encouraged to incorporate environmentally preferable products or services into their responses wherever possible. "Environmentally preferable" means products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product or service. To view the above City policies go to www.portlandonline.com and navigate to "Charter, Code & Policies Documents".

INVESTIGATION– The proposer shall make all investigations necessary to inform it regarding the service(s) to be performed under this request for proposal.

SPECIAL CONDITIONS – Where special conditions are written in the Request for Proposal, these special conditions shall take precedence over any conditions listed under the Professional, Technical and Expert Service "General Instructions and Conditions".

CLARIFICATION OF REQUEST FOR PROPOSAL– Proposers who request a clarification of the RFP requirements must submit questions in writing to the person(s) shown in the REFER QUESTIONS TO section on the cover of this RFP, or present them verbally at a scheduled pre-submittal conference, if one has been scheduled. The City must receive written questions no later than the date stated herein. The City will issue a response in the form of an addendum to the RFP if a substantive clarification is in order.

Oral instructions or information concerning the request for proposal given out by Bureau or Office managers, employees or agents to prospective proposers shall not bind the City.

ADDENDUM – Any change to this RFP shall be made by written addendum issued no later than 72 hours prior to the proposal due date. The City is not responsible for any explanation, clarification or approval made or given in any manner except by addendum.

COST OF PROPOSAL– This Request for Proposal does not commit the City to pay any costs incurred by any proposer in the submission of a proposal or in making necessary studies or designs for the preparation thereof, or for procuring or contracting for the services to be furnished under the request for proposal.

CANCELLATION – The City reserves the right to modify, revise or cancel this RFP. Receipt and evaluation of proposals or the completion of interviews do not obligate the City to award a contract.

LATE PROPOSALS– Proposals received after the scheduled closing time for filing will be returned to the proposer unopened.

REJECTION OF PROPOSALS– The City reserves the right to reject any or all responses to the Request for Proposal if found in the City's best interest to do so. In the City's discretion, litigation between the City

and a proposer shall be cause for proposal rejection, regardless of when that litigation comes to the City's attention and regardless how the consultant's proposal may have been scored. Proposals may also be rejected if they use subcontractors or subconsultants who are involved in litigation with the City. Proposers concerned about possible rejection on this basis should contact the City before submission of a proposal for a preliminary determination of whether its proposal will be rejected.

CITY OF PORTLAND BUSINESS LICENSE – Successful consultant shall obtain a current City of Portland Business License prior to initiation of contract and commencement of the work.

WORKERS COMPENSATION INSURANCE – the successful consultant shall be covered by Workers Compensation Insurance or shall provide evidence that State law does not require such coverage.

CERTIFICATION AS AN EEO AFFIRMATIVE ACTION EMPLOYER– Proposers must be certified as Equal Employment Opportunity Affirmative Action Employers as prescribed by Chapter 3.100 of the Code of the City of Portland. The required documentation must be filed with the Bureau of Purchases, City of Portland, prior to contract execution.

CONFLICT OF INTEREST – A proposer filing a proposal thereby certifies that no officer, agent or employee of the City who has a pecuniary interest in this request for proposal has participated in the contract negotiations on the part of the City, that the proposal is made in good faith without fraud, collusion or connection of any kind with any other proposer of the same call for proposals, and that the proposer is competing solely in its own behalf without connection with or obligation to, any undisclosed person or firm.

CONFIDENTIALITY – All information submitted by proposers shall be public record and subject to disclosure pursuant to the Oregon Public Records Act (ORS 192.410 et seq.), except such portions of the proposals for which proposer requests exception from disclosure consistent with Oregon Law. Any portion of a proposal that the proposer claims constitutes a "trade secret" or is "confidential" must meet the requirements of ORS 192.501(2) and ORS 192.502(4).

If a request to inspect the proposal is made, the City will notify the proposer of the request. If the City refuses to release the records, the proposer agrees to provide information sufficient to sustain its position to the District Attorney of Multnomah County, who currently considers such appeals. If the District Attorney orders that the records be disclosed, the City will notify the proposer in order for the proposer to take all appropriate legal action. The proposer further agrees to hold harmless, defend and indemnify the City for all costs, expenses and attorney fees that may be imposed on the City as a result of appealing any decision regarding the proposer's records.

The Purchasing Agent has the authority to waive minor irregularities and discrepancies that will not affect the competitiveness or fairness of the solicitation and selection process.

These Professional, Technical and Expert Services Request for Proposal "General Terms and Conditions" are not to be construed as exclusive remedies or as a limitation upon rights or remedies that may be or may become available under ORS Chapter 279.

PART I

CONTRACT REQUIREMENTS

SECTION A

GENERAL INFORMATION

Draft

1. INTRODUCTION

The City of Portland and Multnomah County are conducting a public safety system joint planning and budgeting process. Jurisdictions across the country are seeking innovative ways of serving their populations in the face of the sunset of the county temporary income tax, a slowly recovering economy, and a reduction of state and federal funding. With gang activity on the rise, drug use increasing, and the threat of terrorism, the region is facing many uncertainties.

The philosophy of community oriented governance and community policing require local government, communities, and law enforcement to work collaboratively to solve community problems and to promote better stewardship of public funds. Utilizing these principles, this collaboration seeks assistance for facilitating this process in a short time-frame. By being proactive, seeking solutions, and exploring public safety collaboration, the City of Portland and Multnomah County hope to prioritize public safety programs that will contribute most to keeping people safe.

2. BACKGROUND

The City of Portland and Multnomah County each operate with finite resources. As the costs of providing services increase and the demands upon public safety providers intensify, the City and County face budgetary shortfalls. During the last budget cycle, the City of Portland cut \$6M and allocated \$7.4M in one-time expenditures. The current forecast for 2006/2007 fiscal year predicts further reductions in the amount of \$5M. Multnomah County predicts a severe shortfall in 2006-2007 when the Multnomah County Income Tax (ITAX) expires. In preparation for that reduction the County reserved \$10M of one-time funds in the 2005-2006 County General Fund budget. The expiration of the ITAX will require the County to reduce the County General Fund Budget by about \$32M in 2006-2007.

Between the two jurisdictions, over \$360M per year is spent on public safety. Efficient and effective stewardship of public resources, as well as an urgent need to provide a balanced system of public safety, drives a search for more collaboration and cooperation between these geographically and demographically connected jurisdictions. Public safety services provided by the City and the County are interconnected, and require balancing prevention, enforcement, incarceration, supervision, and treatment. These factors make developing a collaborative process logical to insure a balanced and efficient system. This process may also consider community input, a gap analysis, and service delivery evaluation to determine priorities and to ultimately design a public safety system model that best serves the city/county resident's needs.

3. SCOPE OF WORK

In an effort to conduct an impartial and objective assessment and prioritization process, the City of Portland and Multnomah County are seeking proposals from organizational development firms, teams or consultants with demonstrated experience in planning, organization and budget development, and service delivery prioritization processes to perform this work.

The City of Portland and Multnomah County governments propose to conduct a joint process to help identify the community's public safety priorities, analyze the efficiency of the current public safety system as it relates to those priorities, and to map out the existing City/County public safety system to identify gaps, overlap, duplication, and opportunities for

funding collaboration. The City and the County will enter into an Intergovernmental Agreement in order to accomplish the goals established in this collaboration project.

Services to be performed for this project are as follows:

1. Facilitation of a community-based service prioritization process;
2. Design an overall strategy to identify areas for possible collaboration;
3. Establish measurable outcomes;
4. Conduct a gap analysis of systems and services
5. Assess the efficiency of existing bureau/department administrative services;
6. Develop a framework for "next steps" toward a joint budgeting process

Draft

4. PROJECT FUNDING

The anticipated cost has not determined for the requested services. The Proposer's proposal shall include the Proposer's true estimated cost to perform the work irrespective of the City's and County's budgeted funds for this work.

The City and County expect the successful Proposer to develop this project using a phased process and payment based on performance. If the City and County are not satisfied with the outcomes and determines that the deliverable commitments have not been met, the City and County may terminate the contract and incur no further costs at the end of any phase.

5. TIMELINE FOR SELECTION

The following dates are proposed as a timeline for this project:

RFP Released	September 9, 2005
Last day for questions/clarifications	September 23, 2005
Written proposals due at 4:00 p.m.	September 29, 2005
Announcement of short list Proposers	October 10, 2005
Interviews, if deemed necessary	October 14, 2005
Selection committee recommendation	October 17, 2005
Contract negotiation with successful Proposer	October 24, 2005
Notice to proceed – work begins	November, 2005

The City reserves the right to make adjustments to the above noted schedule as necessary.

SECTION B

WORK REQUIREMENTS

1. TECHNICAL OR REQUIRED SERVICES

The successful Proposer shall perform the tasks listed below, and shall be expected to work closely with designated City and County personnel to accomplish these goals:

- a. Facilitate discussions with City and County elected officials and leaders to engage in a joint public safety planning and decision making process
- b. Plan a process for effective public involvement in developing public safety priorities and outcomes
- c. Gather public input and research the best practices for achieving desired public safety outcomes
- d. Identify and prioritize community public safety needs
- e. Identify gaps, duplication, and opportunities for funding collaboration
- f. Develop a project work plan and set up a decision making and support structure for the process
- g. Prioritize functions to be funded in separate City/County budget processes
- h. Develop a framework for steps leading to a future joint City/County Public Safety System and full budget process with pooled resources.

2. WORK PERFORMED BY THE CITY AND COUNTY

The City and County will appoint a steering committee to oversee the work of the successful proposer. The Steering will make available sufficient hours of staff personnel as is required to

meet with the successful Proposer and provide such information as required. The Steering committee will assign a project manager who will oversee the work and provide support as needed.

Other specific duties the City and County may perform include assisting with focus groups logistics and neighborhood structure. Additionally, agency staff will provide the successful Proposer with written resources including demographics, public safety operation plans, and other information as needed.

Draft

3. DELIVERABLES AND SCHEDULE

Deliverables shall be considered those tangible resulting work products that are to be delivered to the City and/or County such as reports, draft documents, data, interim findings, drawings, schematics, training, meeting presentations, final drawings and reports. The successful Proposer is encouraged to provide any deliverables in accordance with the City's Sustainable Paper Use Policy. The policy can be viewed at: <http://www.portlandonline.com/omf/index.cfm?c=37732>.

Deliverables and schedule for this project shall include:

- a. A written plan with timelines, phases and measurable objectives for the overall project.
- b. Ongoing briefings with the steering committee throughout the process
- c. A schematic and written report of the existing public safety system that demonstrates duplication, overlap, and areas of possible collaboration
- d. A report of community public safety priorities
- e. Presentation of findings from the research of public safety system "best practices"
- f. A recommendation of 'Next Steps' leading to future a joint city/county budgeting process
- g. Report on identified strategies and recommendations that reflect the principles of community oriented policing
- h. A final written report and presentation to the Steering Committee and possibly City Council and County Commissioners detailing the project process, major findings, cost savings, and a framework for future joint city/county budgeting

All deliverables and resulting work products from this contract will become the property of the City of Portland and Multnomah County.

4. PLACE OF PERFORMANCE

Standard work hours are from 8 am to 5 pm, Monday through Friday. It is expected that the Successful Proposer's project management will be performed either on site at a City of Portland facility or other agreed upon arrangements. City and County meeting facilities will be made available for group gatherings or large meetings where appropriate.

5. PERIOD OF PERFORMANCE

The City and County anticipate having the successful Proposer begin work in November 2005 with submittal of final deliverables to the City and County occurring by January 2006. Proposals containing earlier completion of the deliverables are acceptable and encouraged.

6. PUBLIC SAFETY

Public safety may require limiting access to public work sites, public facilities, and public offices, sometimes without advance notice. The Proposer shall anticipate delays in such places and include the cost of delay in the costs in its proposal. The successful Proposer's employees and agents shall carry sufficient identification to show by whom they are employed and display it upon request to security personnel. City project managers have discretion to require the successful Proposer's employees and agents to be escorted to and from any public office, facility or work site if national or local security appears to require it.

7. INSURANCE

The successful Proposer(s) shall agree to maintain continuous, uninterrupted coverage of all insurance as required by the City. There shall be no cancellation, material change, reduction of limits or intent not to renew the insurance coverage(s) without a 30-day written notice from the successful Proposer or its insurer(s) to the City.

Workers Compensation Insurance in compliance with ORS 656.017, which requires subject

employers to provide Oregon workers' compensation coverage for all their subject workers (consultants with one or more employees, unless exempt under ORS 656.027).

General Liability Insurance with a combined single limit of not less than \$500,000 each occurrence for Bodily Injury and Property Damage. It shall include contractual liability coverage for the indemnity provided under this contract, and shall provide that the City of Portland, and its agents, officers, and employees are Additional Insureds but only with respect to the consultant's services to be provided under this Contract.

Automobile Liability Insurance with a combined single limit of not less than \$500,000 each occurrence for Bodily Injury and Property Damage, including coverage for owned, hired, or non-owned vehicles, as applicable.

Professional Liability Insurance with a combined single limit of not less than \$1,000,000 each claim, incident, or occurrence. This is to cover damages caused by negligent acts, errors or omissions related to the professional services to be provided under this contract.

Certificates of Insurance: As evidence of the insurance coverages, the consultant shall furnish acceptable insurance certificates to the City at the time consultant returns signed contracts. The certificate will specify all of the parties who are Additional Insureds and will include the 30-day cancellation clause as identified above. Insuring companies or entities are subject to City acceptance. If requested, complete policy copies shall be provided to the City. The consultant shall be financially responsible for all pertinent deductibles, self-insured retentions, and/or self-insurance.

Draft

SECTION C

ATTACHMENTS

1. INDEX

Exhibit A First Tier Subconsultant Disclosure Form (submit with proposal)

2. SAMPLE CONTRACT

The Professional, Technical and Expert Services Contract is the City's standard contract and will be used as a result of this selection process. A sample contract can be viewed at: <http://www.portlandonline.com/shared/cfm/image.cfm?id=27067>.

3. PROJECT DATA

The following documents are available for review:

Multnomah County Criminal Justice Impact Model Portland Police Bureau

http://www.co.multnomah.or.us/dbcs/budget/performance/pmg_reports/cj_mod_ppb_05.pdf

City of Portland FY05/06 adopted budget

Multnomah County FY05/06 adopted budget

2004 - 2006 Community Policing Strategic Plan

Multnomah County Local System Assessment

Comment: I prefer web links to these documents. If we need to we can pdf the documents and attach them to the RFP. I would then move them to the Index area above.

PART II

PROPOSAL PREPARATION AND SUBMITTAL

Draft

SECTION A

PRE-SUBMITTAL MEETING/CLARIFICATION

1. PRE-SUBMITTAL MEETING

There will be no pre-submittal meeting or site visit scheduled for this project.

2. PROPOSAL CLARIFICATION

Questions and requests for clarification regarding this Request for Proposal must be directed in writing, via email or fax, to the person listed below. **The deadline for submitting such questions/clarifications is September 23, 2005.** An addendum will be issued no later than 72 hours prior to the proposal due date to all recorded holders of the RFP if a substantive clarification is in order.

Christine Moody, Acting Purchasing Manager
Bureau of Purchases
1120 SW 5th Avenue, Room 750
Portland, OR 97204

Phone: (503)823-1095
Fax: (503)823-6945

SECTION B

PROPOSAL SUBMISSION

1. PROPOSALS DUE

Sealed proposals must be received no later than the date and time, and at the location, specified on the cover of this solicitation. The outside of the envelope shall plainly identify the subject of the proposal, the RFP number and the name and address of the Proposer. Responses received after time or date listed herein shall not be considered. Proposals received after the scheduled closing time for filing will be returned to the Proposer unopened.

2. PROPOSAL

Proposals must be clear, succinct and not ~~exceed 204 pages~~, excluding Attachment materials. Proposers who submit more than the pages indicated may not have the additional pages of the proposal read or considered.

For purposes of review and in the interest of the City's Sustainable Paper Use Policy and sustainable business practices in general, the City encourages the use of submittal materials (i.e. paper, dividers, binders, brochures, etc.) that contain post-consumer recycled content and are readily recyclable. The City discourages the use of materials that cannot be readily recycled such as PVC (vinyl) binders, spiral bindings, and plastic or glossy covers or dividers. Alternative bindings such as reusable/recyclable binding posts, reusable binder clips or binder rings, and recyclable cardboard/paperboard binders are examples of preferable submittal materials. Proposers are encouraged to print/copy on both sides of a single sheet of paper wherever applicable; if sheets are printed on both sides, it is considered to be two pages. Color is acceptable, but content should not be lost by black-and-white printing or copying.

All submittals will be evaluated on the completeness and quality of the content. Only those Proposers providing complete information as required will be considered for evaluation. The ability to follow these instructions demonstrates attention to detail.

3. ORGANIZATION OF PROPOSAL

Proposers must provide all information as requested in this Request for Proposal (RFP). Responses must follow the format outlined in this RFP. Additional materials in other formats, or pages beyond the stated page limit(s) may not be considered. The City may reject as non-responsive at its sole discretion any proposal or any part thereof, which is incomplete, inadequate in its response, or departs in any substantive way from the required format. Proposal responses shall be organized in the following manner:

- a. Cover Letter
- b. Project Team
- c. Respondent's Capabilities
- d. Project Approach and Understanding
- e. Diversity in Employment and Contracting Requirements
- f. Proposed Cost
- g. Supporting Information
- h. A completed First Tier Disclosure Form (refer to Part II.C.5)

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SECTION C

EVALUATION CRITERIA

1. COVER LETTER

By submitting a response, the Proposer is accepting the General Instructions and Conditions of this Request for Proposal (reference second page of the RFP).

The Cover Letter will state the name of the person(s) authorized to represent the Proposer in any negotiations, the name(s) of the person(s) authorized to sign any contract that may result, the contact person's name, mailing or street addresses, phone and fax numbers and email addresses. A legal representative of the Proposer, authorized to bind the Proposer in contractual matters must sign the Cover Letter.

Prior to contracting the successful Proposer must have a City of Portland Business License and be certified as an Equal Employment Opportunity (EEO) employer. If your firm currently has a business license and is EEO certified, include your firm's City of Portland Business License number as well as the Equal Employment Opportunity (EEO) expiration date.

2. PROJECT TEAM

This section relates to the qualifications of the firm, key staff members of the project team and sub-consultants. For this project, the project team is expected to include people with demonstrated skills and experience in providing consulting services related to the scope of services described in this RFP. The basis of evaluation for the project team criteria is how well the project team's qualifications, background, and experience relate best to this specific project. In your response, provide the following information:

- A list of people who will be working on this project, their specific roles and duties and a percentage of time each will be contributing to the project.
 - A description of each person's qualifications and an explanation of how these skills and abilities will be used to complete this project.
 - A list of similar projects in type and scope completed by individuals on the team.
- a. Management Approach
 - Describe internal procedures and/or policies associated or related to work quality and cost control.
 - Describe the proposed lines of authority and responsibility.
 - Describe how your team is prepared to respond promptly to problems, program changes, or other factors that could affect your ability to provide services.
 - b. Key Personnel
 - Describe the roles and responsibilities of the project manager, key team members, and all proposed sub-consultants.
 - Identify any current or upcoming assignments for project key team members may affect their availability for the proposed project.

3. RESPONDENT'S CAPABILITIES

Describe the capabilities and resources of your firm in relation to this project. At a minimum, include the following information in your response:

- Provide similar projects performed within the last five (5) years, which best characterize capabilities, work quality and cost control. Include with this any similar

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- projects conducted with other government agencies.
- Describe your firm's capability to provide creative and practical approaches to this project, delivered in language understandable by the general public.
- Identify resources available to perform the work for the duration of the project and how your firm will respond so as to not lose momentum if key staff is unavailable.
- Management and organizational capabilities.
- Describe how your firm is effective in guiding complex political arrangements to the final deliverables.
- Provide at least three verifiable references. Include the contact person's name, company or agency name, address, phone number, name of the project, and when the work was done.

4. PROJECT APPROACH AND UNDERSTANDING

This section relates to how well the Proposal demonstrates an understanding of the proposed scope of work and related issues associated with this project. Provide the following information:

- A description of the tasks and activities of this project, as you understand them, including the methodology that will be used to accomplish the tasks.
- Describe the products that would result from each task or activity and the time frame estimated to complete each task.
- A forecast of issues that will likely arise through the planning process and what methods might be used to address these issues.

5. DIVERSITY IN EMPLOYMENT AND CONTRACTING REQUIREMENTS

The City of Portland seeks to extend contracting opportunities to Minority Business Enterprises, Women Business Enterprises and Emerging Small Businesses (M/W/ESBs) in order to promote their economic growth and to provide additional competition for City contracts. Therefore, the City has established an overall 20% utilization goal in awarding PTE contracts to ESBs. No goal is set for the use of M/WBE firms, but the City is committed to ensuring that such firms receive opportunities and equal consideration to be awarded City PTE contracts. To achieve the 20% utilization goal and provide opportunities to M/WBE firms, the evaluation criteria below will be used in the selection of all professional, expert and technical services.

The City values diversity in its workforce and in the workforce of those who contract with the City and as such has assigned at least 15% of the total points available on this solicitation and will be used to determine the award of this contract. The City encourages and supports the utilization of Minority, Women, and Emerging Small Businesses (M/W/ESB) at both a prime and subconsulting level. In order to score the responses in this area, the City recognizes that some Proposers may focus on internal workforce Equal Employment Opportunity, technical training and mentoring. Others may wish to emphasize the ways this project will provide developmental opportunities for them as a certified M/W/ESB. Still others may be able to point to a long-term history of relationships with M/W/ESBs that will also be utilized on this project, whereas some may decide to place a particular emphasis on a project-specific outreach and recruitment program for M/W/ESBs. The City expects thoughtful consideration of which EEO/Diversity and M/W/ESB and program components make sense to individual Proposers on this particular project.

All Proposers shall address the following factors:

I. ESB Goals

Indicate if your firm is currently certified in the State of Oregon as a MBE, WBE or ESB.

II. EEO & Workforce Diversity

The City has set a goal of awarding 20% of its PTE contracts and dollars to State certified ESBs. If your response does not achieve this percentage by either not being certified as an ESB or you are not subconsulting or partnering with an ESB, describe the outreach efforts used to encourage ESBs on this project and the percentage of ESB involvement. Outreach efforts should be similar to those outlined for MBE and WBE firms in Section IV below.

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Describe how your firm is currently utilizing minorities and women in your workforce. Describe whether and how your firm has historically provided opportunities for minorities and women to receive training and work within the firm. If your company currently has under representation of minorities or women, describe how you might propose to remedy the underutilization over time. Discuss any project specific opportunities for technical training and/or employment of underrepresented groups you would commit to. Is there other outreach (through local schools or community-based organizations) that you consider to be viable in light of the size and scope of this project? What resources might your firm address to such needs?

III. Relationships with M/W/ESBs

Provide a narrative description of the firm's experience in promoting participation on the part of Minority-owned, Women-owned and Emerging Small Business (M/W/ESB) enterprises as partners, subconsultants or suppliers on previous projects. Discuss any innovative or particularly successful measures that your firm has undertaken to work with M/W/ESBs on other projects. Include a list of those certified M/W/ESB firms with which the firm has had a contractual relationship during the last 12 months. If applicable, describe any plans to provide innovative mentoring, technical or other business development services to M/W/ESB team members needing or requesting such service.

IV. Project-Specific M/W/ESB Outreach Plan

If you are not utilizing existing relationships as described in Section III above or if your firm is able to undertake additional outreach to improve opportunities for minority, women, and emerging small businesses, describe your outreach program or plan for obtaining maximum utilization of M/W/ESB firms on this project. Proposers not drawing on existing relationships with M/W/ESB firms should describe how outreach efforts would be made in order to make contracting opportunities available to M/W/ESBs.

Proposers should describe whether they will use the following outreach efforts, or other more effective efforts to make subconsulting opportunities available to M/W/ESBs:

1. Identification of probable subconsulting opportunities by type of work, potential size of subcontract, etc.
2. Advertisement in the *Daily Journal of Commerce*, *Skanner*, *Oregonian*, *Observer*, *El Hispanic News*, *Asian Reporter*, and/or other trade publications to notify potential M/W/ESBs and other diverse groups of contracting opportunities.
3. Utilization of certified M/W/ESB firms from the State of Oregon certification list, or other source, as a basis for direct outreach in likely subconsulting areas.
4. Specific meetings with potential M/W/ESB subconsultants in order to encourage collaboration and partnering.
5. Documentation of proposals received from M/W/ESB firms, reasons for rejection of such proposals, if such proposals are rejected.
6. Utilization of mentoring, technical or other business development services to M/W/ESB team members.
7. Other efforts as might be useful for this particular project.

V. M/W/ESB Compliance and Reporting – First Tier Subconsultant Disclosure

If your company will be utilizing M/W/ESB subconsultants on the proposed project, please

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list those firms and detail their role within the present proposal. The City will enforce all EEO/Diversity and MW/ESB commitments submitted by the successful Proposer. **All Proposers must submit Form 1 - First Tier Subconsultant Disclosure Form (Exhibit A)**, which requires the Proposer to identify the following:

- The name of all subconsultants on the project in any amount that would be greater than or equal to \$10,000.
- The names of all MBE, WBE and ESB firms. If firms have more than one certification (i.e., ESB and MBE, and/or ESB and WBE) note that on the form so that proper credit can be given for the ESB goal and for making MBE and WBE contracting opportunities available.
- The proposed scope or category of work for each subconsultant.

If the Proposer will not be using any subcontractors that are subject to the above disclosure requirements, the Proposer is required to indicate **"NONE"** on the accompanying form.

Please note: The successful Proposer for this project will be required to submit a completed Monthly Subconsultant Utilization form to ensure that subconsultants are utilized to the extent originally agreed and submitted in its proposal. ALL subconsultants, including MBE/WBE/ESB firms, and first tier subconsultants shall be reported on the form as well as contract amounts and payments. A copy of this form may be obtained at:
<http://www.portlandonline.com/shared/cfm/image.cfm?id=26477>

6. PROPOSED COST

The proposal shall include the consultant's true estimated cost or fixed-price estimate for the proposed project approach irrespective of the City's anticipated cost. Additionally, this cost shall include the hourly rates of each key person identified to work on this project as well as the estimated number of hours each staff member will be expected to work on each task.

The City and County expect the Successful Proposer to commit to a firm cost for this project. This cost shall include all travel, food, and lodging expenses associated with the performance of the resulting contract.

Also describe how your firm intends to manage a phased contract approach as described in Part I, Section A, Project Funding of this RFP.

7. SUPPORTING INFORMATION

Supporting material must include firm references for similar projects as identified in Part II, Section B, Item 3. Respondents Capabilities, and may include other information pertinent to the project or work to be performed.

PART III

PROPOSAL EVALUATION

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SECTION A

PROPOSAL REVIEW AND SELECTION

1. EVALUATION CRITERIA SCORING

Each proposal shall be evaluated on the following evaluation criteria, weighting and maximum points, as follows:

Criteria		Maximum Score
a.	Cover Letter	5
b.	Project Team	20
c.	Respondent's Capabilities	20
d.	Project Approach and Understanding	25
e.	Diversity in Employment and Contracting	15
f.	Proposed Cost	15
g.	Supporting Information	5
Total Points Available		100

Comment: Are these points allocated appropriately?

2. PROPOSAL REVIEW

An evaluation review committee will be appointed to evaluate the proposals received. For the purpose of scoring proposals each of the committee members will evaluate each proposal in accordance with the criteria and point factors listed above. The evaluation committee may seek outside expertise, including but not limited to input from technical advisors, to assist in evaluating proposals.

The successful Proposer shall be selected by the following process:

- An evaluation committee will be appointed to evaluate submitted proposals.
- The committee will score the proposals based on the information submitted according to the evaluation criteria and point factors.
- The committee will require a minimum of five working days to evaluate and score the proposals.
- A short list of Proposers, based on the highest scores, may be selected for oral interviews if deemed necessary. The City reserves the right to increase or decrease the number of Proposers on the short list depending on the scoring and whether the Proposers have a reasonable chance of being awarded a contract.
- If oral interviews are determined to be necessary, the initial scoring will be considered preliminary. Final scores, based on the same evaluation criteria, will be determined following the interviews.
- Negotiations will follow with the highest scoring Proposer, and if successful, the highest scoring Proposer and City will enter into a professional services contract for the work.

For contracts over \$100,000, the evaluation committee's recommendation for contract award will be submitted to the Portland City Council for approval. The City has the right to reject any or all proposals for good cause, in the public interest.

NOTE: In the City's discretion, litigation between the City and a Proposer shall be cause for proposal rejection, regardless of when that litigation comes to the City's attention and regardless how the Proposer's proposal may have been scored. Proposals may also be rejected if they use subcontractors or subconsultants who are involved in litigation with the City. Proposers concerned about possible rejection on this basis should contact the City before submission of a proposal for a preliminary determination of whether its proposal will be rejected.

**3. CLARIFYING PROPOSAL
DURING EVALUATION**

During the evaluation process, the City has the right to require any clarification or change its needs in order to understand the Proposer's view and approach to the project and scope of the work.

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SECTION B

CONTRACT AWARD

**1. CONSULTANT
SELECTION**

The City will award a contract to the highest scoring Proposer. Should the City not reach a favorable agreement with the highest scoring Proposer, the City shall terminate negotiations and commence negotiations with the second highest scoring Proposer and so on until a favorable agreement is reached. A consultant selection process will be carried out under Portland City Code Chapter 5.68.

**2. CONTRACT
DEVELOPMENT**

The proposal and all responses provided by the successful Proposer may become a part of the final contract. The form of contract shall be the City's Contract for PTE Services.

**3. AWARD REVIEW AND
PROTESTS**

REVIEW:

Following the Notice of Intent to Award, the public may view proposal documents. However, any proprietary information so designated by the Proposer as a trade secret and meeting the requirements of ORS 192.501(2) will not be disclosed unless the Multnomah County District Attorney determines that disclosure is required. At this time, Proposers not awarded the contract may seek additional clarification or debriefing, request time to review the selection procedures or discuss the scoring methods utilized by the evaluation committee.

PROTESTS:

Protests may be submitted to the Purchasing Agent only for contracts in excess of the formal limit established by the City Auditor (currently \$21,496), and only from those Proposers who would receive the contract if their protest were successful.

Protests must be received by the Purchasing Agent within seven (7) calendar days **UNLESS OTHERWISE NOTED** following the date of the City's Notice of Intent to Award was issued. The protest must specifically state the reason for the protest and show how its proposal or the winning proposal was mis-scored or show how the selection process deviated from that described in the solicitation document. The contract award process will be put on hold until the protest has been resolved.

For those contracts estimated over \$100,000, timely protests must include all legal and factual information regarding the protest, and a statement of the form of relief requested. Protests received later than specified or from other than the Proposer who would receive the contract if the protest was successful will not be considered. The exercise of judgment used by the evaluators in scoring the written proposals and interviews, including the use of outside expertise, is not grounds for appeal.

The Purchasing Agent may waive any procedural irregularities that had no material affect on the selection of the proposed contract, invalidate the proposed award, amend the award decision, request the evaluation committee re-evaluate any proposal or require the bureau to cancel the solicitation and begin again to solicit new proposals. In the event the matter is returned to the evaluation committee, the Purchasing Agent shall issue a notice canceling the Notice of Intent to Award.

Decisions of the Purchasing Agent are final and conclude the administrative appeals process.

EXHIBIT A

CITY OF PORTLAND
PROFESSIONAL TECHNICAL & EXPERT (PTE) SERVICES
FIRST TIER SUBCONSULTANT DISCLOSURE FORM

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CITY PTE DISCLOSURE REQUIREMENTS

The City's disclosure program was adopted to document the use of subconsultants on City projects over \$100,000, particularly Oregon certified Minority, Women and Emerging Small Businesses (M/W/ESBs).

This Request for Proposal requires submission by the Proposer of the First Tier Subconsultant Disclosure Form. When the contract amount of a first-tier subconsultant furnishing services, labor or labor and materials would be greater than or equal to \$10,000, the Proposer must disclose the following information about such subconsultants:

- 1) The subconsultant's contact information
- 2) State of Oregon M/W/ESB designation
(Verify certification status with the Office of Minority, Women and Emerging Small Business at <http://eqov.oregon.gov/DCBS/OMWESB/index.shtml>)
- 3) The proposed scope or category of work that the subconsultant will be performing
- 4) The amount of the subconsultant's contract

If the Proposer will not be using any subconsultants that are subject to the above disclosure requirements, the Proposer is required to indicate "NONE" on the accompanying form.

ATTACHMENTS: Form 1: City of Portland PTE First Tier Subconsultant Disclosure Form

CITY OF PORTLAND
PTE FIRST TIER SUBCONSULTANT DISCLOSURE FORM
(FORM 1)

Draft

This Request for Proposal requires submission by the Proposer of the First Tier Subconsultant Disclosure Form. When the contract amount of a first-tier subconsultant furnishing services, labor or labor and materials would be greater than or equal to \$10,000, the Proposer must disclose the following information about that subconsultant.

Proposer Name: _____ Total Amount: _____

RFP Number: _____ Project Name: _____

SUBCONSULTANT NAME (Please Print)	M/W/ESB	SCOPE/TYPE OF WORK	SUBCONTRACT AMOUNT
Firm Name: Firm Phone #: Firm Fax #:			\$
Firm Name: Firm Phone #: Firm Fax #:			\$
Firm Name: Firm Phone #: Firm Fax #:			\$
Firm Name: Firm Phone #: Firm Fax #:			\$
Firm Name: Firm Phone #: Firm Fax #:			\$
Firm Name: Firm Phone #: Firm Fax #:			\$

NOTE:

1) If the Proposer will not be using any subconsultants that are subject to the above disclosure requirements, the Proposer is required to indicate "NONE" on this form.

2) All subconsultants with contracts \$10,000 or over must be listed on Form 1. Leave M/W/ESB column blank if firm is not confirmed certified through the State of Oregon Office of Minority, Women and Emerging Small Business: <http://eqov.oregon.gov/DCBS/OMWESB/index.shtml>.

MULTNOMAH COUNTY

MULTNOMAH COUNTY CRIMINAL JUSTICE SYSTEM IMPACT MODEL: PORTLAND POLICE BUREAU

JUNE 2005

REPORT #005-05

REPORT PREPARED BY:
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MULTNOMAH COUNTY CRIMINAL JUSTICE SYSTEM IMPACT MODEL

The Multnomah County public safety system is made up of several agencies and from various governmental jurisdictions operating together. Like all systems, ripple effects can occur in the public safety system when changes in activities occur at various agencies. These may often have unintended consequences. For example, the State Court closures in 2004 led to unused beds in the local jails.

In February, 2005 a working group of the County's public safety departments were concerned about proposals to add a significant number of police officers at the City of Portland while simultaneously trying to determine how the County's budget would be balanced. The question was what would the results be to County agencies due to the increase in enforcement?

A simplified model was developed to simulate changes to key County controlled areas in the public safety system when enforcement agencies changed the number of sworn officers. The models were based on the unique contribution of specific enforcement agencies (e.g., Portland Police, Gresham Police, etc.). Agencies provided their own actual (not budgeted) staffing data and the workload data was captured through DSS-Justice. The model did not make assumptions about more efficient processing methods, nor was it designed to give a comprehensive system overview. The model simply illustrated what occurred and what might happen if the results were extrapolated. This report models the data based on Portland Police contributions.

CONCEPTUAL MODEL

Police officers are the starting point for nearly all of the workload generated for the public safety system. Officers typically initiate arrests which lead to bookings and jail bed use, cases received and issued for prosecution, parole and probation caseloads and subsequent treatment services. These activities are often complex in their relationships, but a simplified model is displayed in Figure 1).

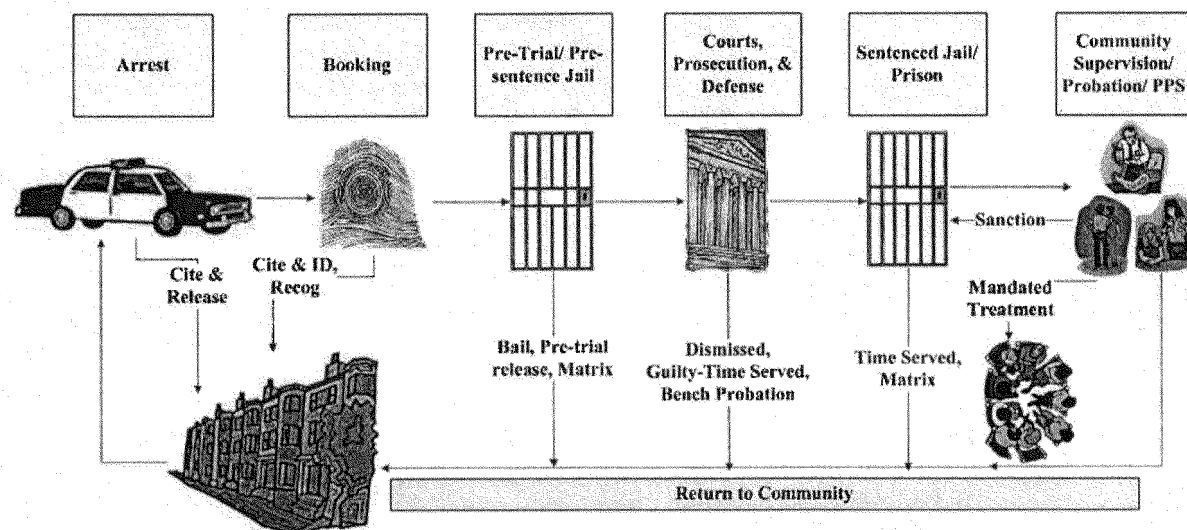


Figure 1. Basic Local Public Safety System Model.

MODEL SUMMARY

Two models reported herein were created based on actual CY2000 and CY2004 data. The summary page reproduces the results of these two model years in two tables. The two years were produced to give a range of results based on the funding differences in CY2000 and CY2004. These models do not account for support costs (staff support, internal services, management), increases needed in indigent defense and court services, or for non-criminal traffic enforcement.

The *model summary* is based on the model detail from CY2000 and CY2004, with the addition of an average of the two years. This gives the reader a sense of the range at which the variables operated. The model summary's table entitled, ***Model Range per Individual Officer Increase***, shows various proportional resource relationships for a single officer. For example, on average adding one officer is equal to adding 0.6 precinct street officers, 2.3 more annual jail beds, 0.1 more deputy district attorneys, 0.2 more probation officers, and 9.8 more treatment slots.

The second summary page table, ***Model Results per Total Officer Increase***, again shows the various resource relationships, but is increased for the total number of officers that are expected to change. In this particular model, the number is 50 more officers. For example, if one officer is equivalent to adding 0.6 precinct street officers, an increase of 50 officers would add 29.8 total precinct street officers. This in turn would generate volume for an additional 67.7 jail beds, additional deputy district attorneys, etc.

MODEL DETAIL

Each year's model is the same (except for supervision cases generated which were estimated for 2000); both models were built on certain assumptions (e.g., the average length of jail stay, the increase in officers) and actual data from the corresponding CY (i.e., arrests, bookings, etc).

Enforcement. The models begin with enforcement and calculate the proportion of total officers (sworn) who are actually on the street as sergeants of officers in precincts. Officers such as school resource officers, liaisons, researchers, and detectives are not counted for in this part of the model (however, their arrest activity is accounted for in the model). Total arrests for the specific modeled agency and average annual adult arrests per officer are calculated.

Jails. Understanding jails use is simply based on how many bookings occur and how long they stay. In this model jail use is calculated in two ways: direct and in-direct. Direct is the traditionally understood route, where the specific enforcement agency's officer makes an arrest and transports a person to booking and into jail. For example, of the nearly 35,000 standard bookings in 2000, Portland Police accounted for 65% or 40 bookings per officer per year. The average length of stay for a booking in 2000 was 19.3 days. Therefore, each officer generated 766 days of jail each year, or 2.1 beds per officer per day.

Indirect accounts for the jail time due to many of the other bookings into jail (typically post-conviction) and associates it to an enforcement agency. This occurs when a probation officer or a judge orders a person to jail (e.g., sanction, remand to custody, or turn-self-in sentence—TSI). While a probation officer or judge ordered the person to spend time in jail, the case was originally generated by a police officer. Indirect is accounted for by taking a proportion of the

total number of these cases and assigning them to the modeled enforcement agency. The proportion is based on the proportion of enforcement agency's cases that the District Attorney prosecutes (see prosecution section). For example, in 2000 there were a total 5152 TSI bookings, 698 court bookings, and 1218 sanction bookings. It is estimated that Portland Police accounted for 79% of these issued (prosecuted) cases, and therefore 79% of the indirect bookings are associated with the Portland Police. Thus, each officer is responsible for 7 bookings with an average length of stay of 19.3 days. This totals 136 bed days annually, or 0.4 beds per day. Indirect courts accounted for a small amount as did sanctions. Together all of these indirect subsections accounted for 0.51 additional beds per day per officer.

Prosecution. The District Attorney (prosecution) data starts with received cases, a proportion of which will never be issued for prosecution (e.g., lack of evidence, etc.). A proportion of the total cases actually issued originate from a specific arresting agency. For example, in 2000 there were nearly 34,000 cases received of which 24,000 or 71% were issued. The Portland Police accounted for 79% of the total issued cases, or 32.9 cases per officer. On average each deputy district attorney prosecuted 267 cases in 2000, finding a ratio of 1 to 0.12 officers to deputy district attorneys. Thus, every 8 officers generate enough workload for an additional deputy district attorney.

Sentencing. The sentencing section is useful in illustrating case outcomes and needed for estimates for the 2000 probation caseloads (2004 had actuals available). Overall in 2000, 71% of the cases were found to end in guilty pleas, guilty trials, or no contest pleas—convicted. Examining the most severe sanction from the most severe convicted charge models helps determine where a defendant will go in the system. In 2000, 7% received prison sentences, 11% received local control jail sentences or other jail sentences only, 44% received some combination of jail and probation, 27% received a probation sentence only. The remaining cases received diversion or more commonly a fine/fee as the most severe sanction. Overall, 55% received some local jail time (pre- or post-trial) and 70% received some type of probation.

Supervision. The supervision section accounts for the total caseload generated by officers. The 2000 data is estimated (based on sentencing) and the 2004 is based on actuals. In 2000, it is estimated that there were 9456 new probation intakes from Portland Police officer arrests, or 16.4 new probation cases generated per officer per year. Based on best practice the Department of Community Justice maintains an overall caseload of 50:1 for its probation officers. Thus in 2000, each Portland Police officer generated the equivalent workload for 0.33 probation officers. In other words, this model section found that for every three officers added, enough probation workload was generated for an additional probation officer. Additionally, a proportion of offenders will leave the community and go to prison, later to return. The model notes this issue which contributes to probation and parole workload. It was beyond the scope of this model to address the returns to the community, but note the importance.

Treatment. In addition to probation officers, treatment services are also needed for those under supervision to address criminality. The treatment services numbers are based on the total probation volume generated under the supervision section. According to DCJ, slightly more than half of probationers receive some treatment services annually (e.g., drug and alcohol abuse treatment, mental health treatment, etc.). Additionally, a small proportion receive housing

services, basic literacy services, and service from the Day Reporting Center. Some may use all services, some may use non, but overall each Portland Police officer generated nearly 14 treatment service slots in 2000.

Others. The model recognizes that as workload increases for the County agencies, it also increases for those agencies outside the County control. Both the courts and indigent defense services will react in much the same way as the rest of the model. It was beyond the scope of this model to address the impacts to the courts and indigent defense, but notes their importance. Future models may address this area.

ACKNOWLEDGMENTS

I wish to thank the following people for their contributions, review and feedback on this work. Without their assistance this project could not have been completed. Thank you.

Steve Beedle, Portland Police Bureau's Planning and Support Division
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Carla Piluso, Chief of Police, Gresham Police Department
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Becky Pettit, Multnomah County District Attorney's Office
Larry Aab, Multnomah County Sheriff's Office
Sharon Owen, Multnomah County Sheriff's Office
Charlene Rhyne, Multnomah County Department of Community Justice
Kathy Zimmerman, Multnomah County Department of Community Justice
Liv Jenssen, Multnomah County Department of Community Justice

County Operated Criminal Justice System Impact Model Based on Increased Portland Police Bureau Enforcement: 2000 and 2004

Variables	Model Range <i>per Individual Officer</i> Increase		
	2000	2004	Average
Officers Added	1	1	1
Precinct Officers	0.58	0.61	0.6
Beds Needed-Direct	2.10	1.55	1.8
Beds Needed- Indirect	0.51	0.40	0.5
Total Beds Needed (D&I)	2.61	1.95	2.3
DDA Needed	0.12	0.12	0.1
PO's Needed	0.33	0.13	0.2
Treatment Services	13.93	5.62	9.8

Model Results <i>per Total Officer</i> Increase		
2000	2004	Average
50	50	50
29.2	30.4	29.8
61.2	47.1	54.2
14.9	12.2	13.5
76.2	59.3	67.7
3.6	3.5	3.5
9.6	4.0	6.8
406.4	171.0	288.7

Note: This model does not account for program support (staff support, internal services, etc.) or administrative support (management) increases that may be needed as a result of increases. It also does not account for increases needed in indigent defense and court service. It does not account for changes in officer overtime. Arrests do not account for non-criminal traffic enforcement.

Criminal Justice System Impact Based on Increased Enforcement

Model Assumptions

Jail ALS 17.74
Additional Officers 50

Summary Results Table : 2004		
	Per Officer	Results
Officers Added	1	50
Precinct Officers	0.61	30
Beds Needed-Direct	1.55	47
Beds Needed- Indirect	0.40	12
Total Beds Needed (D&I)	1.95	59
DDA Needed	0.12	4
PO's Needed	0.13	4
Treatment Service Slots	5.62	171

Note: This model does not account for program support (staff support, internal services, etc.) or administrative support (management) increases that may be needed as a result of increases. It does not account for changes in officer overtime. It does not account for changes in officer overtime. Arrests do not account for non-criminal traffic enforcement.

PPB CY2004

Enforcement						
Total Actual Officers	Actual Precinct Officers	Percent of Officers in Precinct	Total Arrests	Adult Arrests	Percent Adult Arrests	Adult Arrests per Precinct Officer
946	576	61%	37,367	32,547	87%	57

Additional Precinct Officers

30.4

Jails- Direct						
Total Standard Bookings	Standard Bookings by Agency	Percent Standard Bookings by Agency	Standard Bookings per Precinct Officer	Average Length of Stay per booking	Total annual bed days per Officer	Average annual beds needed per Officer
31,994	18,354	57%	32	17.7	565	1.55

Results 47.1

Prosecution						
Cases Received	Cases Issued	Cases Issued By DA	Total Cases Issued by Agency	Percent Cases by Agency	Cases Issued per Officer	Issued Cases per DDA
30,626	22,213	73%	17,507	79%	30.4	264

Results 3.5

Sentencing						
Percent Convicted (Guilty /Plea/ No contest)	Estimated cases convicted by Agency	Percent convicted by Agency	Percent convicted Jail/1145 Only	Percent convicted Jail/1145 and Probation	Percent convicted Probation Only	Estimated Cases with Jail
67%	11,730	6%	18%	19%	18%	36%

Other	
Place holder for Indigent Defense Attorneys	Place holder for Judges

Jail- Indirect: TSI					Jail- Indirect: Court					Jail- Indirect: Sanction				
Total TSI Bookings	Estimated TSI per agency	Estimated TSI per Officer	Average Length of Stay per booking	Total annual TSI bed days per Officer	Total Court Bookings	Estimated Court Bookings per agency	Estimated Court Bookings per Officer	Average Length of Stay per booking	Total annual bed days per Officer	Total DCJ Bookings	Estimated DCJ Bookings per agency	Estimated DCJ Bookings per Officer	Average Length of Stay per booking	Total annual bed days per Officer
3267	2575	4	17.7	79	1167	920	2	17.7	28	1578	1244	2.2	17.7	38.3

Results 6.6

Results 2.4

Results 3.2

Supervision				
Cases with new Probation	Agency Cases with Probation	Probation Cases per Officer	DCJ average cases to PO	POs needed per Officer
4856	3827	6.6	50	0.13

Results 4.0

Treatment Services													
DCJ Probneters in Treatment Services	Estimated Treatment Services per Officer	Average Tx cost per episode	DCJ Probneters in Housing Services	Estimated Housing Services per Officer	Average Housing cost per episode	DCJ Probneters in Lender Learning Services	Estimated Lender Learning Services per Officer	Average Learning cost per episode	DCJ Probneters in Day Reporting Center	Estimated Day Reporting Center per Officer	Average Day Reporting cost per episode	Total Additional Services per Officer	Total Cost per Officer
55%	3.6	\$2,423	10%	0.7	\$ 6,792	13%	0.8	\$1,000	8%	0.5	\$2,200	5.6	\$3,104
Results	110.3	\$ 73,766	20.2	\$ 206,771	25.3	\$ 30,444	15.2	\$ 66,977	171.0	\$ 377,957			

Criminal Justice System Impact Based on Increased Enforcement

Model Assumptions

Jail ALS 19.31
Additional Officers 50

Summary Results Table: 2000		
	Per Officer	Results
Officers Added	1	50
Precinct Officers	0.58	29
Beds Needed-Direct	2.10	61
Beds Needed- Indirect	0.51	15
Total Beds Needed (D&I)	2.61	76
DDA Needed	0.12	4
PO's Needed	0.33	10
Treatment Services	13.93	406

Note: This model does not account for program support (staff support, internal services, etc.) or administrative support (management) increases that may be needed as a result of increases. It does not account for changes in officer overtime. It does not account for changes in officer overtime. Arrests do not account for non-criminal traffic enforcement.

PPB CY2000

Enforcement						
Total Actual Officers	Actual Precinct Officers	Percent of Officers in Precinct	Total Arrests	Adult Arrests	Percent Adult Arrests	Adult Arrests per precinct Officer
989	577	58%	42,541	36,057	85%	62

Additional Precinct Officers 29.2

Jails- Direct						
Total Standard Bookings	Standard Bookings by Agency	Percent Standard Bookings by Agency	Standard Bookings per precinct Officer	Average Length of Stay per booking	Total annual bed days per Officer	Average annual beds needed per Officer
34,984	22,897	65%	40	19.3	766	2.10
Results						61.2

Prosecution							
Cases Received	Cases Issued	Cases Issued By DA	Total Cases Issued by Agency	Percent Cases by Agency	Cases Issued per Officer	Issued Cases per DDA	DDA needed per Officer
33,968	24,009	71%	18,956	79%	32.9	267	0.12
Results							3.6

Sentencing							
Percent Convicted (Guilty/Plea/No contest)	Estimated cases convicted by Agency	Percent convicted Prison	Percent convicted Jail/1145 Only	Percent convicted Jail/1145 and Probation	Percent convicted Probation Only	Estimated Cases with Jail/ 1145 sentence	Estimated Cases with Probation Sentence
71%	13,459	7%	11%	44%	27%	55%	70%

Other	
Place holder for Indigent Defense Attorneys	Place holder for Judges

Jail- Indirect: TSI					
Total TSI Bookings	Estimated TSI per agency	Estimated TSI per precinct Officer	Average Length of Stay per booking	Total annual TSI bed days per Officer	Average annual TSI beds needed per Officer
5152	4068	7	19.3	136	0.4
Results					10.9

Jail- Indirect: Court					
Total Court Bookings	Estimated Court Bookings per agency	Estimated Court Bookings per precinct Officer	Average Length of Stay per booking	Total annual bed days per Officer	Average annual beds needed per Officer
698	551	1	19.3	18	0.1
Results					1.5

Jail- Indirect: Sanction					
Total DCJ Bookings	Estimated DCJ Bookings per agency	Estimated DCJ Bookings per precinct Officer	Average Length of Stay per booking	Total annual bed days per Officer	Average annual beds needed per Officer
1218	962	1.7	19.3	32.2	0.1
Results					2.6

Supervision					
Estimated cases with new Probation	Agency Cases with Probation	Probation Cases per Officer	DCJ average cases to PO	POs needed per Officer--delayed PPS cases	POs needed per Officer--delayed PPS cases
9456	9456	16.4	50	0.33	NA
Results					9.6

Treatment Services													
DCJ Probneters in Treatment Services	Estimated Treatment Services per Officer	Average Tx cost per episode	DCJ Probneters in Housing Services	Estimated Housing Services per Officer	Average Housing cost per episode	DCJ Probneters in Lender Learning Services	Estimated Lender Learning Services per Officer	Average Lender Learning cost per episode	DCJ Probneters in Day Reporting Center	Estimated Day Reporting Center per Officer	Average Day Reporting cost per episode	Total Additional Services per Officer	Total Cost per Officer
55%	9.0	\$1,959	10%	1.6	\$6,792	13%	2.0	\$1,000	8%	1.2	\$2,200	13.9	\$2,988
Results	262.9	\$ 57,146	47.8	\$198,124	59.8	\$ 29,171	35.9	\$ 64,176	406.4	\$ 348,617			

Multnomah County/City of Portland Taxes Joint Meeting September 6, 2005

Oregon Property Tax System

The Property Tax system currently in place in Oregon has two limitations:

- Measure 5, passed in 1990, Measure 5 place a \$10 per thousand of real market value limit on tax rates for local government operating taxes and \$5 per thousand of real market value limit on tax rates for schools.
- Measure 47/50. Measure 47 passed in 1996 and Measure 50 passed in May, 1997 which reconciled the inconsistencies that existed between Measure 5 and Measure 47. It established, among other things, "permanent rates" for all taxing jurisdictions in the state, it devised a method for testing if the taxes on any given property exceeded the Measure 5 limits, and it provided for voter approved "local option" levies (among many other changes to the Property Tax system.) A local option levy can only be enacted at an election where it receives a "double majority".

There are three primary variables that impact a calculation of additional tax revenue that may exist within Multnomah County. They are:

- The sum of all limited tax rates by levy code within the County;
- The relationship of Real Market Value to Assessed Value; and
- The ability to accurately predict changes in property valuation.

Current Situation

There are three local option levies in place within Multnomah County. All three levies expire at the end of FY 07-08.

- Children's Investment Fund Levy which is set at about \$.40/\$1,000 of assessed value.
- City Parks Levy which is set at \$.39/\$1,000 of assessed value
- County Library Levy is a countywide levy and is set at \$.7550/\$1,000 of assessed value.

These levies do not yield as much revenue as their rates would generate. That is a result of "compression" which ensures that no taxpayer pays no more than 1.5% of the value of their property in taxes for government services and schools.

Compression is determined on a *property by property basis*. The assessor must extend taxes on both the Real Market Value (RMV) and the Assessed Value (AV). The taxpayer pays the **lower** of the two amounts.

The following tax rates were imposed in the last fiscal year in Portland for general government services(*Note: Taxes levied for schools have been excluded for purposes of this discussion.*)

City of Portland/Permanent Rate	\$4.5770
City of Portland/FPD&R Rate	2.3950
City of Portland/Children's Fund Levy	.4025
City of Portland/Parks Levy	.3900
City of Portland/Urban Renewal	.3897
Multnomah County/Permanent Rate	\$4.3434
Multnomah County/Library Levy	.7550
METRO	.0966
Port of Portland	<u>.0701</u>
Total -- Limited Rates w/in Portland	\$13.4194

Under Measure 5, total taxes for general government services cannot be greater than \$10/\$1,000 of RMV. If the taxes generated by multiplying the authorized rates against the AV are less than what would be produced by applying the Measure 5 limit against RMV there is no compression. The full tax rates can be collected. The following is an example using two properties with virtually identical AV. These are representative of actual residential properties within the City of Portland:

Property A

RMV = \$220,000

AV = \$150,000

Taxes = \$10 x 220 = \$2,200

Taxes = \$13.41 x 150 = \$2,011.50

Property B

RMV = \$195,000

AV = \$152,000

Taxes = \$10 x 195 = \$1,950

Taxes = \$13.41 x 152 = \$2,038.32

- Property A does not experience compression. All levies can be collected fully on this property and there is approximately \$189 available under the Measure 5 limits.
- Property B does experience compression. There is a revenue loss of about \$88 that is spread proportionately over the local option levies.
- If a property experiences so much compression that no local options can be collected on it, the permanent rate levies are then reduced proportionately to get below the Measure 5 limit.

The local option levies that are currently in place lose approximately 30% of their potential yield within the City of Portland due to compression. The following table highlights the revenue loss for each levy that was estimated for FY 04-05:

	Extended Tax	M5 Loss	% Compression
Library Levy	\$ 34,085,541	\$ 8,067,355	23.67%
Children's Levy	\$ 14,580,045	\$ 4,300,682	29.50%
Parks Levy	\$ 14,127,997	\$ 4,167,348	29.50%

The Library Levy fares better than the two city levies because it is able to collect a full \$.7550/\$1,000 from most areas of the county outside of Portland. It is important to know that **more than 80% of the assessed value** in Multnomah County is within the City of Portland.

Impact of a New Local Option Levy

The three current local option levies only collect about \$.70 of every dollar levied within the City of Portland. Based on this:

- Any additional tax levy would certainly collect no more than \$.70 of every dollar.
- Any additional tax would likely collect less and it would, therefore, reduce all the other levies as well.
- A countywide levy would collect more of its potential yield than a levy that was solely assessed within the City of Portland. That is because there are few "levy code" areas in the County outside of Portland where the combined tax rate exceeds the Measure 5 limit.
- Property values for FY 05-06 will not be known until tax bills are issued in mid-October.

There is sufficient Measure 5 compression that all of the levies described above experience some revenue loss. And, because of the way certain types of properties are assessed under Measure 50 there are a few classes of property that will almost always experience compression.

If none of the local option levies were in place last year the limited government rate within Portland would have been \$11.87 per thousand of assessed value – or still \$1.87 higher than the Measure 5 limit. Most, but not all, residential property accounts in the City of Portland have RMV to AV ratios sufficient to collect all of the taxes that are currently levied.

An Example – Addition of a Public Safety Levy

The following analysis addresses the potential impact of a public safety levy that would generate \$10 million per year over a five-year period. **These estimates are very rough and should only be considered for purposes of discussion.**

The analysis is based on the following on the assumptions:

- Assessed values will not grow by much more than 3% per year on average.
- New construction and “exception value” (i.e.; remodel, renovations) can add value to the tax roll above 3%.
- Real market value is estimated to increase by about 5.5% annually. If RMV increases faster than AV growth may be sufficient for some properties to come out of Measure 5 compression.
- The three existing local option levies will be renewed at their present rates. These levies will be renewed at the November, 2006 general election in order for them to receive a double-majority before the expiration of their existing taxing authority.
- At a minimum, a new countywide local option levy would lose the same percentage of its potential revenue to Measure 5 compression as the existing Library levy.
- It is likely that a new levy would exacerbate the effects of compression that are currently being experienced. Two things would happen as a result. The rate for the new levy would have to increase in order to generate sufficient revenue yield. And, all the other local option levies would have their yields reduced further.

The table below shows how a hypothetical calculation of the current three local option levies to four local option levies (These are an estimate only):

Summary of Local Option Levy Revenue Estimates
Revenue Generated Based on FY 05-06 Forecast Assessed Value

Current ("As Is") Scenario

	Rate/\$1,000	Extended Tax	M5 Loss	Net Revenue	% RevenueLoss
Children's Investment Fund	0.4026	\$ 14,995,851	\$ 4,423,332	\$ 10,572,519	29.50%
City Parks	0.3900	14,526,532	4,284,897	10,241,635	29.50%
Multnomah Library	0.7550	35,092,958	8,305,790	26,787,168	23.67%

Add a Countywide Public Safety Levy (Maximum Impact)

	Rate/\$1,000	Extended Tax	M5 Loss	Net Revenue	% RevenueLoss
Children's Investment Fund	0.4026	\$ 14,995,851	\$ 5,248,548	\$ 9,747,303	35.00%
City Parks	0.3900	14,526,532	5,084,286	9,442,246	35.00%
Multnomah Library	0.7550	35,092,958	10,352,422	24,740,535	29.50%
New Public Safety	0.3250	15,106,240	4,456,341	10,649,899	29.50%

Potential Revenue Loss

	Net Revenue
Children's Investment Fund	(825,216)
City Parks	(799,389)
Multnomah Library	(2,046,632)

The revenue yield associated with the three existing local option levies will be reduced – in this example that could be as much as \$3.5 million.

Fact Sheet — Multnomah County Library
Multnomah County/City of Portland Joint Work Session 9/6/05

The library enjoys a 96% satisfaction rate, according to a recent citizen survey.
 474,000 people of all ages have Multnomah County Library cards.

Multnomah County Library is ranked among the top libraries in the nation (data from 2004):

	Average for public libraries serving 500,000-1 million	Multnomah County Library
Circulation (Annual)	6,375,239	18,762,556
Circulation per Capita (Annual)	9.0	27.7
Registered Borrowers as % of Population	55%	69%
Collection Turnover (Annual)	3.6	9.7

#1 in the nation!

#1 in the nation for libraries our size.

#1 in the nation for libraries our size.

Circulation for FY just completed is 19.4 million, 28.4 circulation per capita.

On a typical day...

- ◆ 13,000 people visit the library's 17 locations.
- ◆ Library customers check out or renew 54,000 books, DVDs, CDs and other items, including 5,300 holds.
- ◆ Staff answers 2,900 reference questions and issue 200 new library cards.
- ◆ Outreach staff delivers books to 6 retirement homes, shelters and jails.
- ◆ Volunteers donate 180 hours, providing computer assistance, helping kids with homework, and more.
- ◆ The library's web site attracts 62,000 page views.

The library contributes to *successful outcomes* for Multnomah County's children and youth:

- ◆ School outreach staff visits 7 schools per day (serving 1-6 classrooms per school) on average.
- ◆ Staff provides 20 storytimes, family programs and young adult programs daily.
- ◆ Youth outreach staff provides parent education, literacy training and books at 8 agencies and child care facilities daily.
- ◆ 63% of County kids and teens have library cards.
- ◆ Books and materials for youth account for 30% of circulation.
- ◆ 50,000 kids and teens participated in *Summer Reading* 2005.
- ◆ 4.3 million hits to the library's web pages for kids and teens last year.

Multnomah County Library delivers high value for every tax dollar:

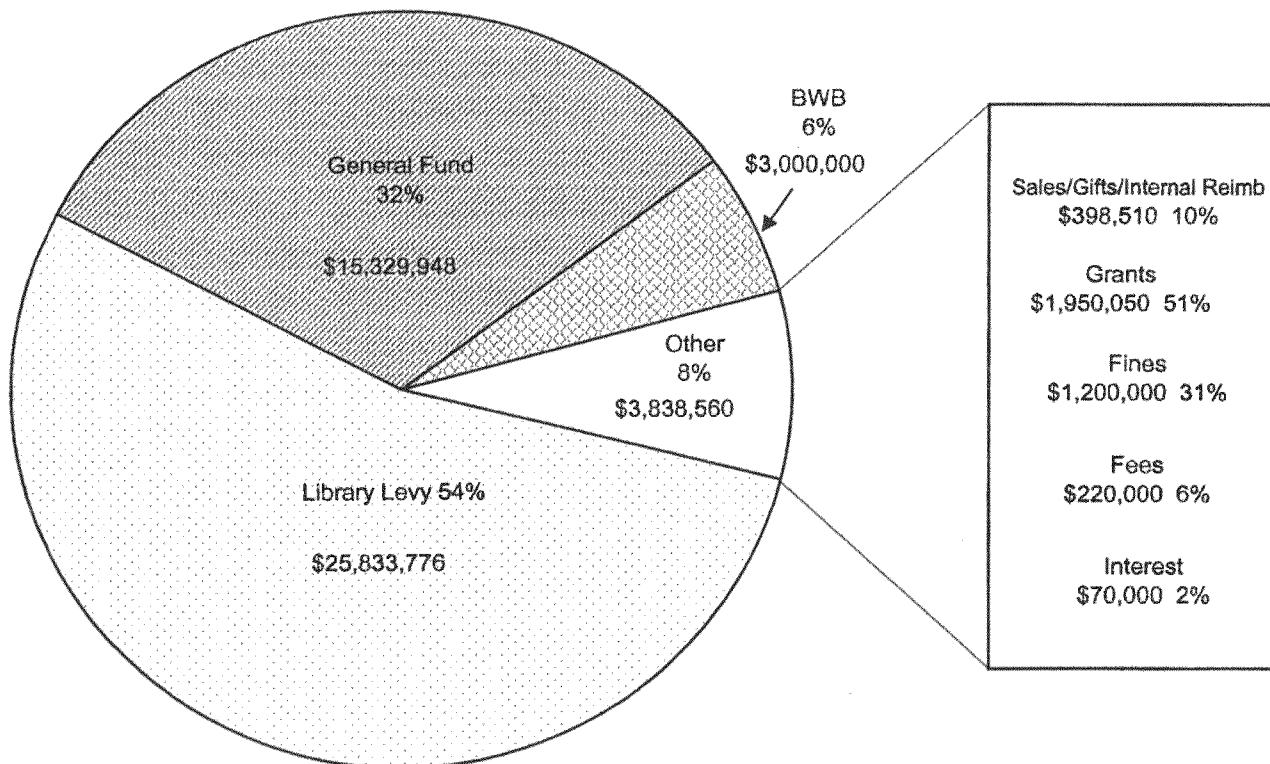
	Peer Average (Denver, Hennepin, King County, Seattle)	Multnomah County Library
Library Outlets (main and branch libraries)	29	17
Library Outlets per 10 Square Miles	1.26	0.37
Total Square Footage	594,981	265,762
Circulation per Square Footage	20	71
Cost per Item Circulated	\$ 4.66	\$ 2.27

Multnomah County Library

Current Levy Language and Revenue Sources

The Library levy will: Keep Multnomah County libraries open six days a week for an average of 53-58 hours each; Restore Monday hours at Central Library and the four busiest branches; Keep Central Library and neighborhood libraries open Sunday afternoons; Continue library services for young and school-age children -- story hours for babies and toddlers, homework help, Summer Reading and services for children in childcare; Continue services for seniors, job seekers, small businesses, those speaking English as a second language, delivery to homebound; Buy library books, magazines and other materials.

**Multnomah County Library
FY 2005-2006 Adopted Budget
Revenues \$48 Million**



If you have any questions about information on this fact sheet, please get in touch with Becky Cobb at 503.988.5499 or beckyc@multcolib.org.

BOGSTAD Deborah L

From: BOYER Dave A
Sent: Wednesday, September 07, 2005 11:58 AM
To: #ALL DISTRICT 1; #ALL DISTRICT 2; #ALL DISTRICT 3; #ALL DISTRICT 4; #ALL PAO STAFF; SHERIFF; SCHRUNK Michael D
Cc: KIRK Christine A; #BUDGET; AAB Larry A; MARCY Scott; #EXECUTIVE COMMITTEE; HARRIS Mindy L; THOMAS Bob C; BOGSTAD Deborah L
Subject: FW: Follow-up on Today's City/County Work Session

Ken Rust followed up on Lonnie's question regarding Urban Renewal tax rates.. The earliest the urban renewal bonds will be paid is in 2020 so funds will not be available until after that time

-----Original Message-----

From: Rust, Ken [mailto:klrust@ci.portland.or.us]
Sent: Tuesday, September 06, 2005 2:52 PM
To: Adams, Sam; Leonard, Randy; Potter, Mayor; Saltzman, Dan; Sten, Erik; Blackmer, Gary
Cc: BOYER Dave A; Sims, Jennifer (FinPlan); Barden, Drew
Subject: Follow-up on Today's City/County Work Session

At today's City/County work session, County Commissioner Roberts raised a question about what effect the expiration of the City's Airport Way and South Park Block Urban Renewal Districts would have on property tax compression. I want to provide some additional information and clarify the answer that I provided at today's meeting.

The City's existing urban renewal districts will not expire (by that I mean dissolve and return incremental assessed value to the tax rolls) until all outstanding indebtedness is repaid. For Airport Way this will be 2020. For South Park Blocks, we estimate that this will occur in 2028 (this assumes that the last series of bonds in this district will be issued in 2008 with an overall maturity of 20 years). The City's urban renewal tax collections totaled about \$66 million for FY2004-05. Airport Way accounted for about 10.4% of these revenues, and South Park Blocks accounted for 11.3%.

When both Airport Way and South Park Blocks dissolve, overall tax compression will be reduced (all other things remaining the same). Given a combined Measure 50 urban renewal tax of about \$1.75 per \$1,000 of assessed value for FY2004-05, the City's Measure 50 tax rate would be reduced by a little more than \$0.18/\$1,000 of assessed value when each district expires, or about \$0.37 in total. This represents about a 2.5% reduction in the overall consolidated tax rate and is probably indicative of the amount of reduced compression that we could expect as well. Again this will not start to occur until 2020 at the earliest.