



MULTNOMAH COUNTY SHERIFF'S OFFICE

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Exemplary service for a safe, livable community

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MEMORANDUM

TO: Chair Ted Wheeler
Commissioner Lonnie Roberts
Sheriff Bernie Giusto

FROM: Chief Deputy Tim Moore, LE Division

DATE: January 10, 2007

SUBJECT: Follow-up on East County Public Safety Siting

The purpose of this memorandum is to briefly outline the interrelated functions in the Sheriff's Office Enforcement Division as this relates to new sites. First, let me recognize that much of the background work for this summary was completed in the March 2006 Facilities and Property Management Comprehensive Project Plan for the Hansen Building Relocation. Although this project was driven by the need for immediate space should the Hansen Building be condemned, it is still a valuable look at the functions and single site vs. multiple sites.

This summary will be broken into the following segments:

1. **Functionality of single site vs. multiple sites**
 2. **Customer service to the public**
 3. **Co-location with Gresham PD Precinct**
 4. **Interim Multiple Site Construction Cost**
 5. **Additional Ongoing Personnel Costs**
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1. **Functionality of single site vs. multiple sites**

Courts, Sheriff's Office Civil Unit and Patrol. There is a constant flow of information and documents between these functions. We have civil deputies in and out of the courts in downtown on a daily basis, as well as one FTE with backfill stationed in the courts to process documents and provide service to both the public and courts. There are inefficiencies in the current model (separating courts and civil) which we do not want to replicate in a new building.

The Civil Unit is a mixture of uniform civil deputies and office staff that need to remain together in one site to function. The same civilian staff can serve the public and courts, as well as internal needs, if the function stays with the courts. Separating the civilian support staff in the Civil Unit from the civil deputies will interfere with efficient functioning and require the long term commitment of one additional FTE with backfill.

Sheriff's Office Civil Unit and Patrol. These two units are functionally connected on multiple levels. The Patrol Division serves civil process as time permits, but more importantly, are key to the timely service of Restraining Orders, Stalking Protective Orders and other time sensitive critical court documents. High risk activities, such as evictions and taking children out of their homes pursuant to a court order are completed with the combined resources of Patrol and Civil.

One command officer manages both units, supervising daily functions, balancing manpower needs, approving high risk operational plans and constantly assessing the risks inherent in serving the courts. Breaking civil functions away from patrol would require at least one additional command officer to manage a freestanding unit. Of more concern is the fact that civil is understaffed as a stand alone unit, so a major commitment of additional resources is necessary to break the functions apart.

Court Security. The Sheriff has the mandated function of providing security to the courts. This is difficult to manage as the courts expand into multiple sites. We currently have court security staff at four locations: the Justice Center, Courthouse, Juvenile Justice Center and Gresham Court. We provide these services with a combination of police officers and civilian uniform security staff (FSO's).

If the Gresham Court is co-located with the Sheriff's Office, management, supervision and officer safety backup can be managed within the LE Division. If the LE Division is not located with the courts, the need for an additional supervisor and additional officers is certain. Without a thorough study of the anticipated dockets, physical plant and security plan, it is not possible to provide an exact cost. I am certain it will require at least some additional police officer staffing, as well as one FTE supervisor, if this function is separated.

Enforcement Records Unit. This unit performs the multiple functions of serving the warrant needs of the entire justice system in Multnomah County, as well as providing records support for our law enforcement functions and serving the walk-in public. The staff who serves the public at the front window are tasked with multiple internal functions; in addition they serve an average monthly walk in traffic of 1550 persons. This unit is functionally tied to the Enforcement Division, so locating them in a separate building is neither efficient nor cost effective. The previous move to combine the Jail and Enforcement Records Units did not serve the needs of the public or agency function needs.

Management and Supervision. There is currently one exempt manager supervising Enforcement Records, Concealed Handgun Licensing, Alarms Function, Civil Support, Investigations Support and Word Processing. If the units listed and the direct service functions they support are moved into four different worksites, not only do we lose flexibility to share workload between units, but we will need at least one additional FTE exempt manager to manage the staff and the inherent process difficulties of separate sites.

2. Customer Service to the Public.

In the interim location siting process, the requirements were narrowed to "On or close to mass transit" and "Accessible to the public 24/7". I believe these are key to providing service to the public, but the case of a domestic violence victim illustrates the point clearly. To provide service to this victim, it should be possible to get a Protective Order signed by a judge, arrange for service of the order to the abuser, ask questions about when and how the service will happen to ensure the victim and children's safety, find out what to do if the abuser violates the order, what the police will do when called, and how to access services in the future. The availability of a civil unit staff person, a civil deputy and an enforcement deputy at the same site to answer questions is the key to real customer service.

The public knowing where the Sheriff's Office operations are located and being able to access our staff within a business district 24/7 are all essential to our mission of community safety. I do not believe the multiple sites proposal will accomplish this goal.

3. Co-location with Gresham PD precinct.

There are a number of areas where the Sheriff's Office, GPD and the courts will realize savings in co-location. Much of the background for this summary comes from an October 2004 document prepared by the LE Chief Deputy at the time.

Pre-construction cost savings of one facility vs. multiple. Siting, engineering, public hearings, licensing, consulting and systems development.

Shared construction costs. Parking, building security features, heating and cooling, IT infrastructure and community rooms.

LE Partners space sharing. The two law enforcement functions can share much of the specialized construction necessary for police functions. The gross square footage of shared space is significantly less than separate functions, resulting in long term saving for both the city and the county. Shared areas include roll call rooms, intoxilizer rooms, sallyports, temporary holding facilities, interview rooms, report writing space and training rooms. With additional partnering, the merging of property evidence functions and storage of specialty vehicles could yield savings to both governments.

Efficiencies. Courts in East County co-located with LE agencies would reduce officer "down-time" traveling to and from court. Temporary holding facilities in East County will have a dramatic effect on available police to respond to emergencies. The transport to the downtown Justice Center takes the officer out of service for a substantial part of his or her shift.

Information and partnering. Simply put, locating police agencies together will enhance the working relationship between the two agencies. In my experience, the information sharing and cooperative work fostered by sharing locker rooms, briefings and training will lead to a better product delivered to the citizens. The technology available to today's police officers has not replaced the need for face-to-face information sharing.

4. Interim Multiple Site Construction Cost

There are specialized space needs for a law enforcement agency that need to be examined when considering sending parts of the criminal justice system to separate sites. These include temporary arrestee holding facilities, intoxilizer room, interview space, vehicle availability, locker and shower areas, property evidence handling and long term storage, and weapons/munitions storage.

I pulled the following construction estimates for providing specialized law enforcement needs within an interim space. This is to convert "common" use areas to specific functional space:

Facilities Property Management – Comprehensive Project Plan 03-17-06

Hard Costs – Construction	\$1,635,950
Project Management, Licensing/Permits, etc.	\$242,000
5% Contingency	\$81,798
Interim Space Total Construction Estimates	\$1,959,748

5. Additional Ongoing Personnel Costs

Known Costs

Civilian Support Staff within courts/civil	\$86,924
Lieutenant in Civil Unit	\$155,547
Civilian Support Services Manager	\$115,855

Annual Known Additional Costs	\$358,326
Unknown Costs	

Additional Court Security Police Officers and Security Staff
Additional Civil Deputy Staffing (depending upon model)

Twenty Year Costing Picture of Known Costs	\$7,166,520
(Calculated using FY 07 Costs)	

Summary

The factors listed above should all be considered when examining the issue of separate sites vs. a single site for the functions listed. The arguments for long term siting of MCSO Enforcement functions in a single location, joining the courts and GPD, are compelling both in terms of significant cost savings and improved product delivery to the citizens.

An analysis of the short term costs of remodeling space to fit police functional needs is the least important factor to consider, although given the above figures presented by Facilities and Property Management, it is compelling in itself. The operational costs of breaking apart these functions and

trying to manage them in a mixture of county buildings, is significant and on-going. Any savings yielded by breaking the functions into four sites will be quickly lost as ongoing funding to support the fragmented functions.

Please contact me if you have any questions or concerns.

Attachments:

Hansen Work Group Recommendations Pages 3,4,5,11,26 and Cover (rest of document available electronically from Facilities Property Management

Goal

The Hansen Work Group Comprised of Representatives from:

The Chair's Office
CFO\County Management
Health Department
Sheriff's Office
Facilities
Deputy Sheriff's Association
Public Affairs Office

Directed Facilities & Sheriff's Office to:

- Provide transitional space for Hansen Building occupants
- Consider all options (Single/Split Function)
- Keep focus on Long Term Solution
- Provide recommendation for short term placement (not to exceed 2 - 3 year)
- Receive Board Approval – Declaration of an emergency
- Implement plan within 180 days

Compromise:

Work Group knew there was no “perfect tentative solution”

Best answer is a permanent solution that:

- Aligns with Strategic Plan goals
- Provides a long term flexible, functional, high performance facility
- Combines multiple functions under a shared roof, lowering maintenance costs
- Reduces square footage\staffing needs by creating an economy of scale
- Allows expansion capability

Short term option is only a stop gap that:

- Makes do by meeting minimum standards/needs
- Makes do by merely replacing space
- Makes do with a short term patch for an expanding problem

Process:

Took a systematic approach:

1. Reviewed all available space options

Started with a universal pool to not dismiss an option without full consideration

2. Examined function requirements

Focused on required needs and impact on operating costs

3. Evaluated requirements against options

To provide a list of viable alternatives

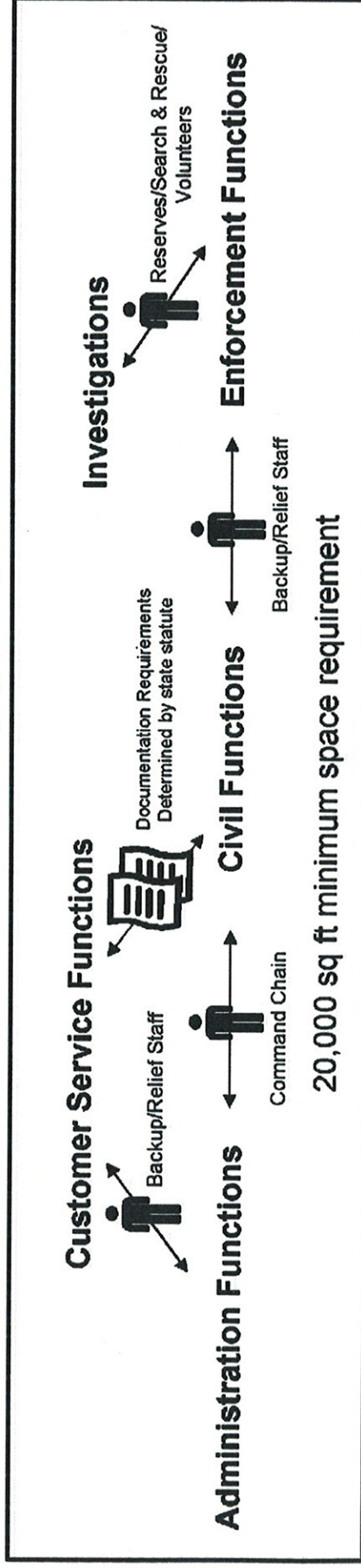
4. Provided a recommendation

That all parties could buy into

Requirement: Functions

Law Enforcement Functions

Full Breakdown included in programming section



Potential Separate Functions

Training Function	Evidence Function
2,100 sq ft	9,876 sq ft
Fleet Maintenance Functions	
1,200 sq ft - can reduce by combining with Yeon Fleet Garage	

Conclusion: Separating the majority of functions will:

- Require additional staffing to cover back up/relief duties
- Require additional travel/commute time for documentation process
- Require duplication of machines, equipment, etc.

General Breakdown Construction Cost: Temporary Relocation of Hansen Occupants

Soft Costs:

County Project Management		\$72,000
Graphics/Reprographic Supplies	\$1,000	
Printing Services	\$1,000	
County Project Management	\$70,000	
Licenses/Permits		\$30,000
Design/Plan Review/Permit	\$30,000	
Special Inspections/Testing		\$2,500
Management/Consulting Services		\$35,000
Misc. Material/Services		\$2,500
F, F & E		\$100,000
Telephone	\$100,000	
Subtotal - Soft Costs		\$242,000

Hard Costs:

Construction	\$1,635,950
Subtotal - Hard Costs	\$1,635,950

5% Owners Contingency	<u>\$81,798</u>
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TOTAL Construction Estimate	\$1,959,748
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31,480 sq ft @ \$1,959,748 = \$62 per Sq Ft

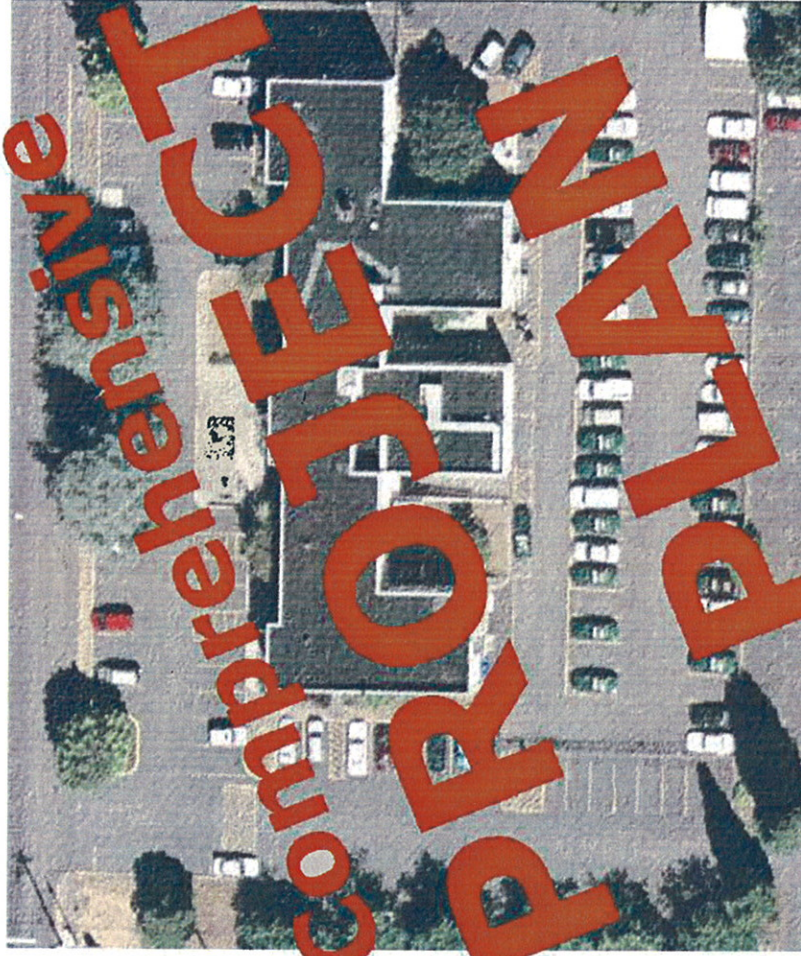
*Assumes

Design Build for time saving potential

Functional but not ornate finishes

Reuse of all desks, bookshelves, lockers, exterior building signs, copy/fax machines, art work, etc.

Hansen Relocation



March 2006
Multnomah County
Facilities & Property Management