



Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

BOARD OF COMMISSIONERS

Diane Linn, Chair

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

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DECEMBER 6 & 8, 2005 BOARD MEETINGS ^{REVISED} FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 a.m. Tuesday Animal Services Briefing
Pg 2	10:30 a.m. Tuesday Briefing on Models for Evidence Based Practice in Public Safety Systems
Pg 2	11:45 a.m. Tuesday Executive Session
Pg 3	9:30 a.m. Thursday Opportunity for Public Comment on Non-Agenda Matters
Pg 3	9:30 a.m. Thursday Resolution Declaring the Martha Washington Building Surplus
Pg 3	9:40 a.m. Thursday Thomas Turja ITAX Appeal Hearing
Pg 4	9:55 a.m. Thursday Resolution Vacating Portions of Unnamed Public Roads in Latourelle Falls

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Tuesday, December 6, 2005 - 7:30 AM to 9:00 AM
Multnomah Building, Sixth Floor Commissioners Conference Room 635
501 SE Hawthorne Boulevard, Portland

LOCAL PUBLIC SAFETY COORDINATING COUNCIL EXECUTIVE COMMITTEE MEETING

A quorum of the Multnomah County Board of Commissioners may be attending the Local Public Safety Coordinating Council Executive Committee meeting. This meeting is open to the public. Agenda topics include Safety Priority Crime Trends Update and the National Model for Evidence Based Practices and the Oregon and Multnomah County Experiences. For further information, contact Judith Shiprack at (503) 988-5894.

Tuesday, December 6, 2005 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
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BOARD BRIEFINGS

- B-1 Animal Services Briefing Regarding Progress on the Recommendations of the 2000 Multnomah County Animal Control Citizen Taskforce. Presented by Mike Oswald. 1 HOUR REQUESTED.
- B-2 Briefing on Models for Evidence Based Practice in Public Safety Systems. Presented by Elyse Clawson. 75 MINUTES REQUESTED.
-

Tuesday, December 6, 2005 - 11:45 AM
(OR IMMEDIATELY FOLLOWING BOARD BRIEFING)
Multnomah Building, First Floor Commissioners Conference Room 112
501 SE Hawthorne Boulevard, Portland

IF NEEDED 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. News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Session. No Final Decision will be made in the Session. Presented by Agnes Sowle. 15 MINUTES REQUESTED.

Thursday, December 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 DEREK AQUI and AUDREY YUE
- C-2 RESOLUTION Authorizing the Private Sale of a Tax Foreclosed Property to RICHARD and ELIZABETH BOHRER

DEPARTMENT OF COUNTY HUMAN SERVICES

- C-3 ORDER Authorizing Designees of the Mental Health Program Director to Direct a Peace Officer to Take an Allegedly Mentally Ill Person into Custody

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.

NON-DEPARTMENTAL - 9:30 AM

- R-1 RESOLUTION Declaring the Martha Washington Building as Surplus Property and Authorizing Facilities and Property Management Division to Commence the Surplus Property Process
- R-2 Authorization to File Appeal of a Final Order in Claim No. M 118339 of Department of Land Conservation and Development of the State of Oregon (S. Fred Hall, Jr., Claimant)

DEPARTMENT OF COUNTY MANAGEMENT - 9:40 AM

- R-3 PUBLIC HEARING and Board Decision of Taxpayer Thomas A. Turja's Appeal of the Administrator's Final Determination Regarding his 2003 Multnomah County Income Tax (ITAX) Obligations Pursuant to ITAX Administrative Rule 11-614

DEPARTMENT OF COMMUNITY SERVICES - 9:55 AM

R-4 RESOLUTION Vacating Portions of Unnamed Public Roads, Situated in the Unincorporated Town of Latourelle Falls, Pursuant to ORS 368.326 to 368.366

SCHOOL AND COMMUNITY PARTNERSHIPS - 10:00 AM

R-5 Budget Modification OSCP-02 Adding a .65 FTE Research/Evaluation Analyst Position to the Office of School and Community Partnerships' Fiscal Year 2006 Budget

R-6 NOTICE OF INTENT to Respond to an Oregon Department of Education Request for Proposal for 21st Century Community Learning Center Funding

DEPARTMENT OF HEALTH - 10:05 AM

R-7 Budget Modification HD-13 Appropriating \$22,558 in Carryover Funds from Fiscal Year 2005 from the Poder es Salud Grant

R-8 Budget Modification HD-14 Authorizing Seven Position Conversions and Reclassifications within the Health Department's Integrated Clinical Services and Community Health Services

DEPARTMENT OF COMMUNITY JUSTICE - 10:10 AM

R-9 Budget Modification DCJ-13 Transferring \$38,161 General Fund from the Department of Community Justice to the Health Department to Fund a Full-time Contract Specialist for the Period of January 1, 2006 through June 30, 2006

R-10 Budget Modification DCJ-18 Reclassifying 1.0 FTE Family Services Manager to Program Manager 2, as Determined by the Class/Comp Unit of Central Human Resources

R-11 Amendment 1 to Intergovernmental Revenue Contract 0506024 with the Oregon Youth Authority Providing Additional Funding to Support the Work of the East Metro Gang Enforcement Team

R-12 Intergovernmental Expenditure Agreement 4600005830 with the Gresham Police Department Providing Funding to Support the Work of the East Metro Gang Enforcement Team

R-13 Budget Modification DCJ-19 Appropriating \$90,000 from the State Oregon Youth Authority to Reduce the Impact of Criminal Street Gangs in East County

AUDITOR'S OFFICE - 10:30 AM

R-14 Multnomah County Auditor 2005 Annual Report. Presented by Suzanne Flynn. [Rescheduled from December 1, 2005]



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District 4



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www.co.multnomah.or.us/cc/ds4/

MEMORANDUM

DATE: November 28, 2005

TO: Chair Diane Linn
Commissioner Maria Rojo de Steffey, District 1
Commissioner Serena Cruz, District 2
Commissioner Lisa Naito, District 3
Board Clerk Deb Bogstad

FROM: Kristen West
Staff Assistant to Commissioner Lonnie Roberts

RE: Notice of Meeting Excuse

Commissioner Roberts will be out of state until December 9, 2005 and he will consequently not be attending the Thursday, December 1 and December 8, 2005 Regular Board Meetings as well as the Tuesday, December 6, 2005 Board Briefings and Executive Session.

Executive Committee Agenda



**Tuesday
December 6, 2005
7:15am coffee
7:30am to 9:00am
Multnomah Building
Room 635**

Welcome and Announcements 5 minutes

Introductions 5 minutes

The National Model for Evidence Based Practices and the Oregon and Multnomah County Experiences 75 minutes
Elyse Clawson, Executive Director, Crime and Justice Institute, Boston, MA

Elyse Clawson, National Expert and former Director of the Multnomah County Department of Community Justice, will make a presentation and lead a discussion on what works in adult supervision and reducing recidivism. She will address the experience of other states, the importance of collaboration of public safety system participants, and Multnomah County's organization, budget and programs.

**NEXT MEETING
Tuesday, January 3, 2006
Multnomah Building – Room 635
7:30am to 9:00am**



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 12/06/05
Agenda Item #: B-1
Est. Start Time: 9:30 AM
Date Submitted: 11/02/05

BUDGET MODIFICATION: -

Agenda Title: **Animal Services Briefing Regarding Progress on the Recommendations of the 2000 Multnomah County Animal Control Citizen Taskforce**

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

Date Requested:	<u>November 1, 2005</u>	Time Requested:	<u>1 hour</u>
Department:	<u>Non-Departmental</u>	Division:	<u>Commissioner Lisa Naito</u>
Contact(s):	<u>Terri Naito</u>		
Phone:	<u>503-988-5217</u>	Ext.: <u>85217</u>	I/O Address: <u>503/6</u>
Presenter(s):	<u>Mike Oswald, Director of Animal Services</u>		

General Information

1. **What action are you requesting from the Board?**
None, informational briefing only.
2. **Please provide sufficient background information for the Board and the public to understand this issue.**
In 2000 the Multnomah County Animal Control Taskforce, a citizen task force, reviewed the operations and procedures of the Animals Services Department. The primary charges of the task force were: 1) to prioritize the current mix of services under the current budget; 2) to identify an ideal animal control system and associated costs for Multnomah County; and 3) to identify possible funding options for an ideal system, with consideration of pros and cons for each option. The task force made recommendations based on these three charges. This briefing is to inform the Board of the progress the Department has made in meeting those recommendations.
3. **Explain the fiscal impact (current year and ongoing).**
None

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

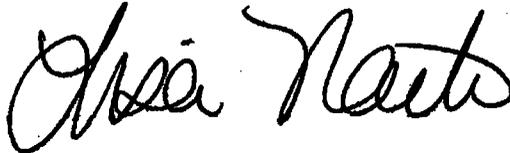
None

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

None

Required Signatures

**Department/
Agency Director:**



Date: 10/20/05

Budget Analyst:

Date:

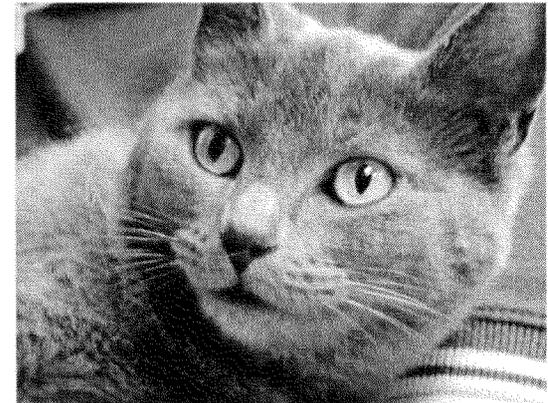
Department HR:

Date:

Countywide HR:

Date:

Multnomah County Animal Services 2000 Citizen's Task Force Report : UPDATE



Update Report to the Board of County Commissioners

December 6, 2005

Multnomah County Animal Services

2000 Citizen's Task Force Report: Overview

- The Board of County Commissioners appointed a citizen's advisory task force in November 1999.
- Task Force was facilitated by Cogan Owens Cogan, LLC.
- The Task Force's primary charges were to:
 - Prioritize current mix of MCAC (MCAS) services under the current budget.
 - Identify an ideal animal control system and associated costs for Multnomah County.
 - Identify possible funding options for an ideal system with consideration of pros and cons for each option.
- Task Force Findings were issued June 29, 2000—with 85 recommendations. Presented to the Board on July 6, 2000. The Board took no formal action.
- This Report is an update on "What we have accomplished!"
- Identifies "Issues and Challenges."

Multnomah County Animal Services

Task Force Report: Background

Mission of Multnomah County Animals Services:

"Protecting the health, safety and welfare of people and pets in Multnomah County."

Serving all of Multnomah County—including the cities of Portland, Gresham, Troutdale, Fairview, Wood Village

Core Services and Programs

- Provide 24 hour emergency response to public health and safety emergencies involving animals
- Provide 24 hour emergency animal rescue for injured, sick, abused and neglected animals
- Investigate and quarantine animals that have bitten people
- Regulate the ownership of potentially dangerous dogs
- Investigate cases of animal abandonment, abuse and neglect
- Enforce city, county and state laws pertaining to animals
- Remove dead animals from public property.
- Provide humane shelter and care for lost, stray, abandoned, injured, abused and neglected animals
- Adopt healthy, well-socialized shelter animals into new long-lasting homes in the community
- Reunite animals with owners
- Foster animals with special needs with volunteers in their homes
- Provide on-site spay/neuter surgeries for all adopted animals
- Encourage community involvement in our Volunteer Program
- Administer the countywide pet license program for dogs and cats
- Administer the Animal Facility License program
- Provide phone and walk-in services to clients

Budget: \$2.787 mil (FY06)

Staffing: 43.5 FTE (FY06)

Multnomah County Animal Services

Task Force Report: Findings

Prioritize current services

- Improve community education.
- Gain compliance with the law.
- Maintain an accessible, healthy, humane shelter.
- Establish a method of citizen input.

Identify the Ideal Agency and associated costs

- Develop and maintain excellent community information and education programs.
- Improve complaint and enforcement process.
- Coordinate return to owner, adoption and foster programs with other providers.
- Create and maintain an accessible, progressive, healthy and humane shelter environment.
- Provide sufficient staffing, management and training.
- Establish clear method and process for citizen input
- Coordinate kennel space with other shelters.

Possible Funding Options

- Adequate allocation of General Fund for mandated services: enforcement and protecting public health and safety.
- User fees.
- Private and public partnerships.
- Legislative and other funding.

Multnomah County Animal Services

Task Force Report: Prioritize Services

Prioritize current services

- Improve community education.
- Gain compliance with the law.
- Maintain an accessible, healthy, humane shelter.
- Establish a method of citizen input.

Advertising Partners

- Oregonian; Gresham Outlook;
- Portland Tribune; Scanner; KISN radio
- KGW –TV; KPTV “Good Day Oregon”
- SPOT; Dog Nose News.

What we have accomplished...

Improve community education

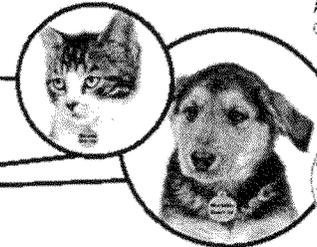
- Web – Multcopets.org (6,000 hits a week)
Information on all animals posted, educational material, self-service assistance in solving neighborhood problems.
- PetFinder.com - posting adoptable animals
- Volunteers and Foster Pet Parent organization
- Friends of the Shelter
- Metro Area Shelter Coalition – Clackamas Multnomah, Washington counties; Clark County and area humane organizations – joint public education

Now adoption is easier than ever!

Find the perfect addition to your family at one of these two convenient locations:

Division Petco • 14401 SE Division
Cats on site Fri-Sun during store hours
Adoption counseling Fri-Sun 12-4

Gresham Petsmart
430 NE Eastman Pkwy
Cats on site during store hours
Adoption hours with adoption counselor Tues-Sunday 12-4:00



www.multcopets.org
(check the web to find your next best friend)

Multnomah County Animal Services • 1700 W. Historic Columbia River Hwy • 503-988-7387
Just 1 minute from Edgefield • Tue-Thu-Fri 11am-6pm • Wed 12pm-6pm • Sat-Sun 11am-4:30pm

Multnomah County Animal Services

Task Force Report: Prioritize Services

Prioritize current services

- Improve community education.
- Gain compliance with the law.
- Maintain an accessible, healthy, humane shelter.
- Establish a method of citizen input.

Service Facts (per year)

- 85,000 walk-in visitors
- 40,000 served on the phone
- 10,000 animals received
- 200,000 web hits and views
- 2,600 spay-neuter surgeries

What we have accomplished...

Gain Compliance with the law

- Added additional day of Field service – now seven days a week...within existing staffing (15 Field Staff)
- 24 hour-a-day Emergency Response and Rescue Services to public health and safety emergencies involving animals; Animal bite and Animal Cruelty investigations; Assist in neighborhood nuisances.
- In FY05: Calls for Service = 13,000; Enforcement actions = 3,240 Notices of Infractions; Hearings = 59

Accessible, healthy and humane shelter

- Added another day open to the public – now open 6 days a week, including Saturdays and Sundays ...within existing staffing
- Added a staff veterinarian and additional Certified Vet Technician for new Shelter Medicine Program- including spay-neuter surgeries.

Multnomah County Animal Services

Task Force Report: The Ideal Agency

Proposed New Services and Additional Staff

- Web site with current digital photos of all intake (1.0 FTE).
- Sufficiently staffed telephone system staffed with people;
- 911 type number for emergencies (4.0 FTE phone staff)
- Improved media and community education (1.0 FTE).
- Improved public information/affairs (1.0 FTE).
- Sufficient staff for 24 hour, 7-day-a-week service: (16.0 FTE Field; 13.0 FTE Animal Care; 6.0 FTE Office).
- Immediate same day response on all field calls (10 FTE)
- Offer mediation resolution with on-staff mediator(1.0 FTE)
- Volunteer coordinator and volunteer program (1.0 FTE)
- Attorney (0.5 FTE) and Hearings Officer (0.5 FTE)
- On-staff veterinarian with facilities (1.0 FTE) Lost and found hotlines
- New centrally located, transit accessible shelter with adequate facilities for all programs (\$8.0 mil)
- Satellite centers and outreach locations to enhance shelter space and improve adoptions

Proposed Policy Changes

- Revise and distribute brochures and education information.
- A panel of experts assist to establish criteria and policies regarding animal care, adoptability and euthanasia.
- Euthanasia decisions consider the interests of the animal the public, fiscal policy, temperament, health and safety.
- Adequate staffing and training to provide needed services and a top-quality, compassionate shelter environment.
- Agency name and mission reflect community values.
- A regular system for performance review and evaluation.
- Revise ordinance with sanction options, diversion and community services with reduced penalties.
- Increase sanction enforcement and collection of unpaid fines.
- Coordinate return to owner, adoption and foster services with community organizations
- Comprehensive behavioral training, adoption counseling and grooming available
- Pet Licensing achieves a 100% compliance rate.
- Require Spay/Neuter and micro-chip all animals before release to owners

Multnomah County Animal Services Task Force Report: The Ideal Agency

What we have accomplished...

- Re-energized the Volunteer and Foster Pet Programs
 - New Volunteer Coordinator position
 - Today we have 180 volunteers – 80 active each month
 - 20 foster pet parents – 265 animals cared for in foster homes

- We transferred 464 dogs; 967 cats to partner agencies/groups for another chance to find a new home
 - Cat Adoption Team
 - Oregon Humane Society
 - Family Dogs Northwest
 - Private/Non –profit rescue groups

- Created Veterinary Shelter Medicine Program
 - New staff Veterinarian position...within existing budget
 - Three Certified Veterinary Technicians
 - Emergency Veterinary Medical Team
 - Spay-Neuter surgeries for all adopted shelter animals (2,500 surgeries performed)

Other Improvements

Adoption Outreach:

- PetSmart partnership
- Petco partnership
- Other business partnerships

Dog Behavior and Counseling

- Ongoing staff training
- Adoptability policies
- Behavior Assessment Program
- “Dogstars” Program - volunteers

Multnomah County Animal Services

Task Force Report: Possible Funding

Revenues

- \$2.787 m budget
- \$1.048 m Program revenue
- \$1.739 m General Fund

•Private donations: Animal Care and Adoption Trust Funds use for animals with special medical needs, advertising and facility improvements.

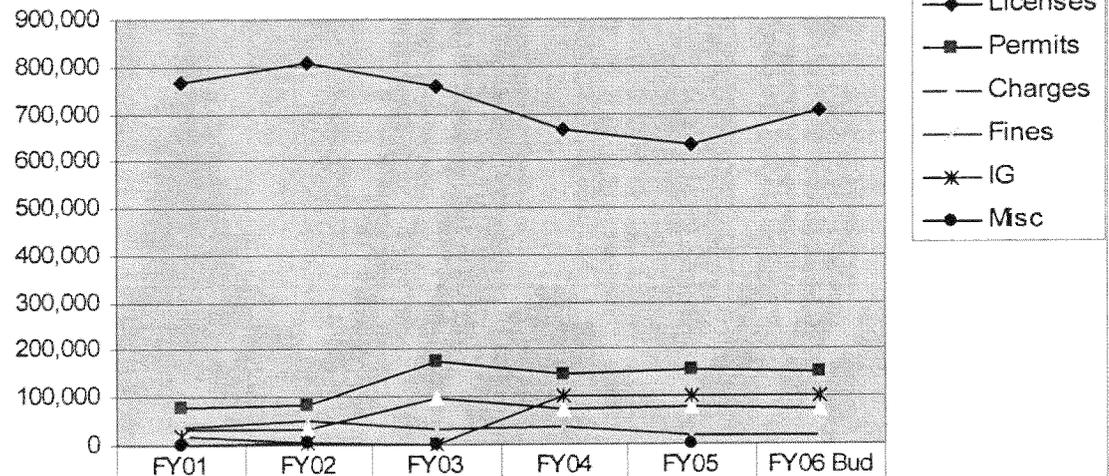
Pet Licensing

Notes:

- Pet Licensing online in FY05
- Delinquent licenses to collection in FY05.
- IGA with Portland for Off-Leash Park enforcement.

Animal Services Revenues

Actuals for FY01 thru FY06



Category	FY01	FY02	FY03	FY04	FY05	FY06 Bud
◆ Licenses	767,437	808,443	756,192	666,074	634,218	705,000
■ Permits	80,000	81,285	173,477	145,110	157,703	151,200
— Charges	30,000	33,368	96,053	71,370	76,267	72,000
— Fines	36,132	48,344	32,013	37,100	18,741	20,000
* IG	16,941	4,766	-	100,000	100,000	100,000
● Misc	175	5,582	-	-	-	-

Multnomah County Animal Services Task Force Report: Issues and Challenges

Meeting the growing demands for Service

- Growing human population.
- Growing population of dogs and cats:
 - 38.3% of households include a dog
 - 1.5 dogs per household
 - **156,320 dogs in Multnomah County**
 - 45.2% of households include a cat
 - 2.2 cats per household
 - **270,574 cats in Multnomah County**
(source: Amer.Vet. Med Assoc 2002)
- Increase in animals entering the shelter.
- Increase in animal neglect & abuse cases.
- Increase in reported dog bite cases (1,000 in FY05).
- Increase in aggressive dog complaints
- Aging facility (build in 1974)

Multnomah Co.	FY00	FY05	Change
Human Population	660,486	692,400	+ 4.8%
Dogs and Cats Rec'd	6,979	9,615	+ 37.8%
MCAS Staffing	48.0	43.5	- 9.3%

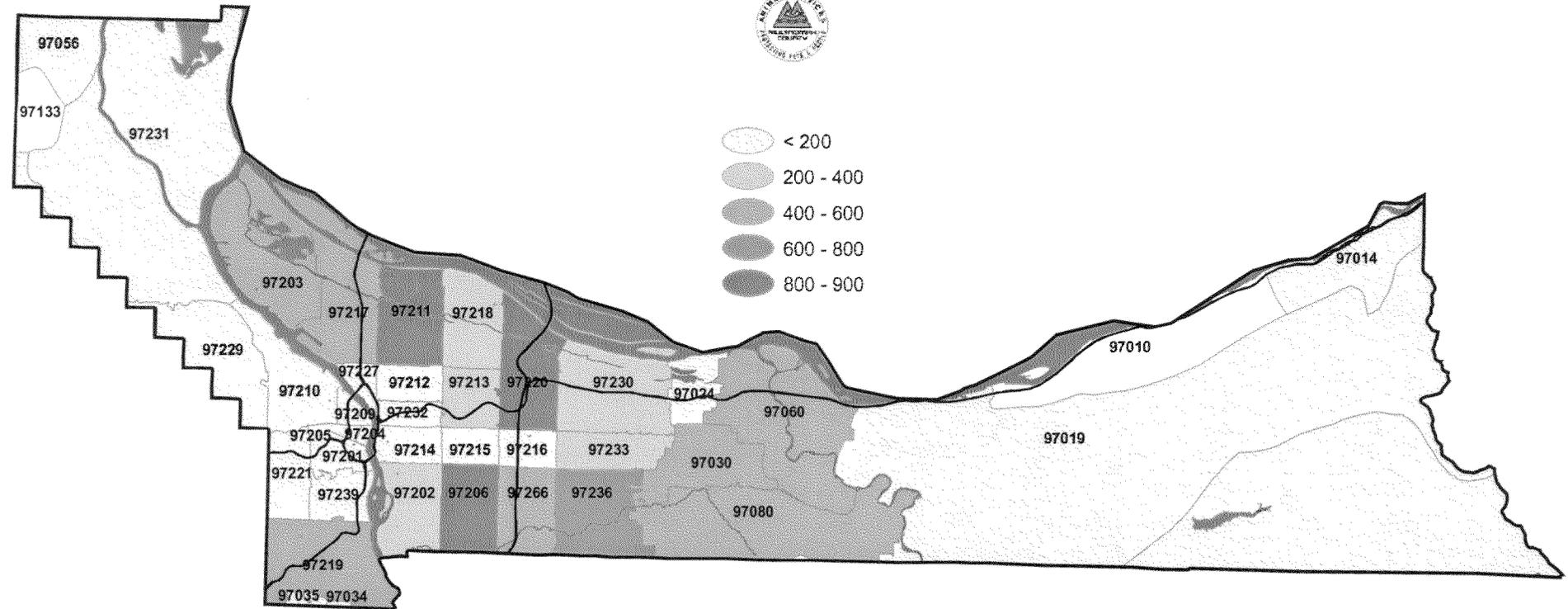
Pet Licensing Compliance

- 30,000 dogs licensed out of 156,320 dogs owned
- 18,000 cats licensed out of 270,574 cats owned.

There are 55 businesses that sell licenses. These vendors sell 30% of all licenses

Pet Licenses can be renewed online.

Calls for Service FY05 Multnomah County Animal Services



DISCLAIMER: This map is provided for informational purposes only. Information used to develop this map has been obtained from many sources and is not guaranteed to be accurate. Multnomah County assumes no responsibility for the accuracy of information appearing on this map.

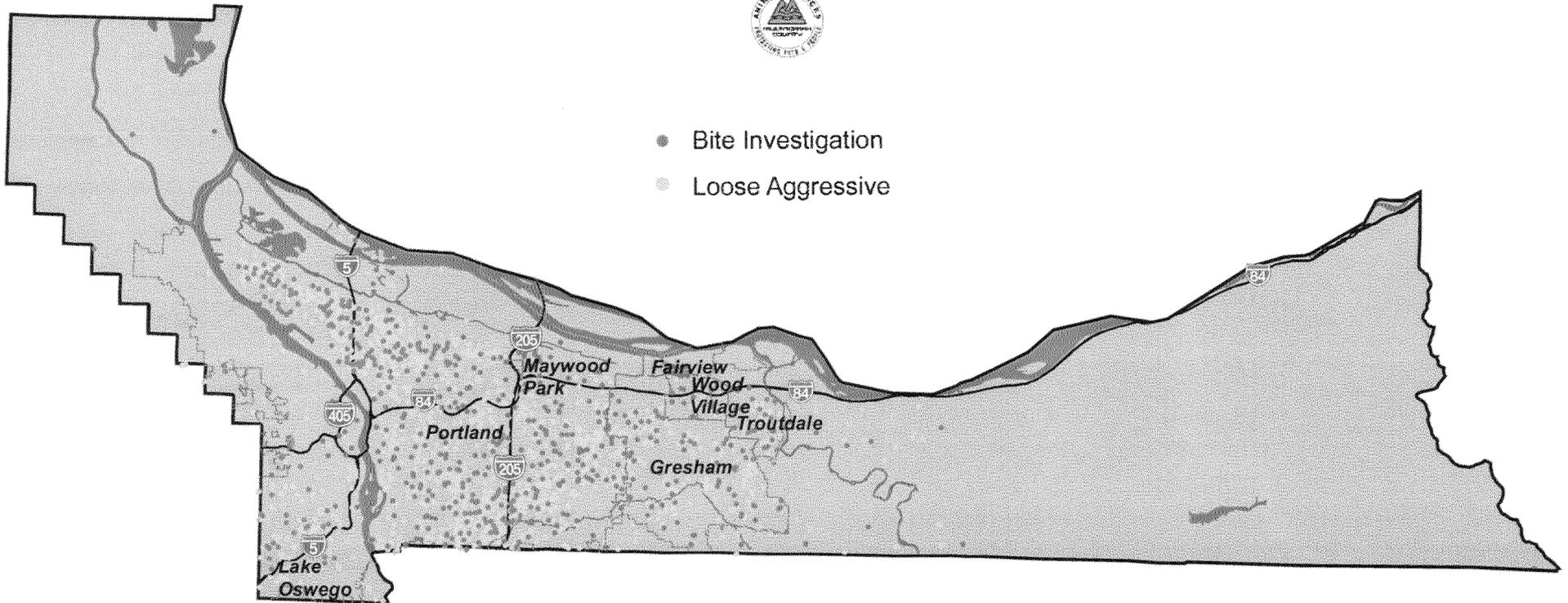
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Dog Bites FY05

Multnomah County Animal Services



- Bite Investigation
- Loose Aggressive



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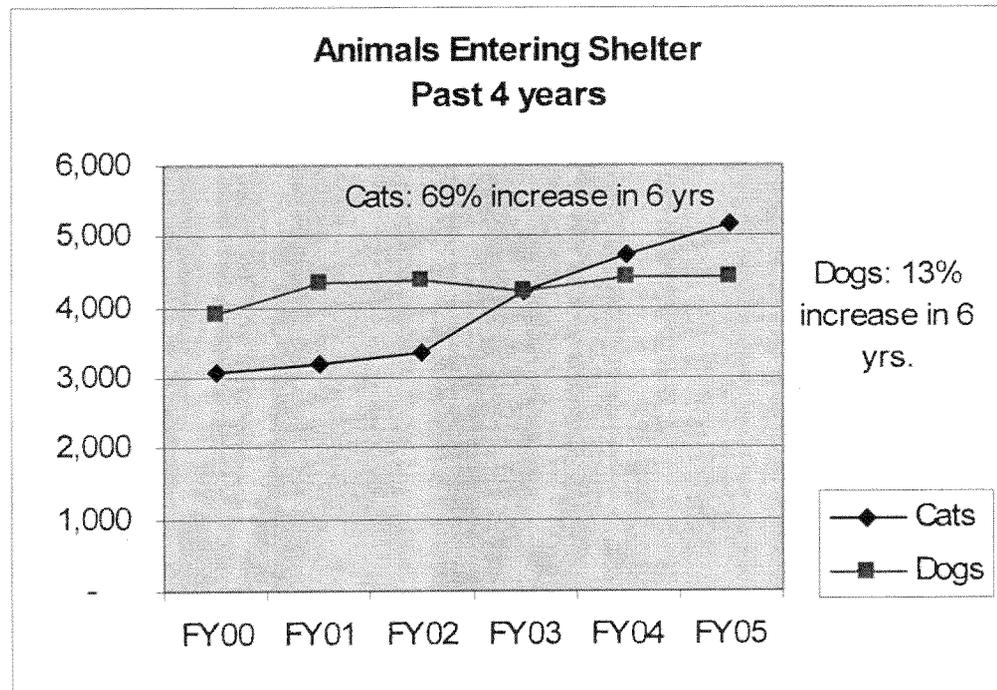
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Multnomah County Animal Services Task Force Report: Issues and Challenges

Animals Entering the Shelter

Dogs: 4,440 (FY05)
Cats: 5,175 (FY05)

- Reunite with owners – First Priority
 - Dogs: 1,805 (41%)
 - Cats: 151 (3%)
- Adoption
 - Dogs: 812 (18%)
 - Cats: 1,142 (22%)
- Transferred to partner groups
 - Dogs: 464 (10%)
 - Cats: 967 (19%)
- Fostered
 - Dogs: 65 (2%)
 - Cats: 200 (4%)
- Euthanized
 - Dogs: 1,136 (25%)
 - Cats: 2,528 (57%)



Adoptability (Source: Asilomar Accords 2004)

- “Working together to save lives of all healthy and treatable companion animals.”
- Responsibility to ensure that safe, well-socialized dogs are placed into the community.
- Asilomar Accords - a coalition of national experts from animal services, humane organizations, and veterinarians.

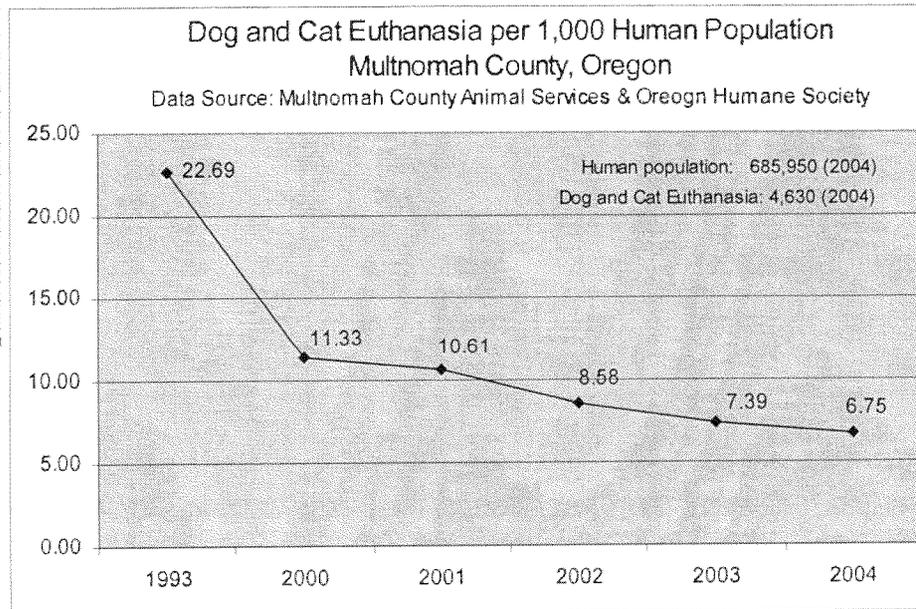
Multnomah County Animal Services Task Force Report: Issues and Challenges

Euthanasia

Dogs & Cats Euthanized in U.S. Animal Shelters

Number of Shelter Animals Euthanized
per 1,000 Human Population

Source: *ANIMAL PEOPLE*, Merritt Clifton Editor 2005



Jurisdiction	Rate	Pop	Euthan	Year
Ithaca, New York	2.2	97	214	2003
San Francisco	2.5	771	1,892	2004
New York City	3.2	8,009	25,454	2004
Denver, Colorado	5.8	1,961	11,407	2002
San Diego, California	5.9	2,931	17,421	2004
NEW JERSEY	5.9	8,638	50,637	2003
MAINE	6.3	1,275	8,000	2001
Portland/Multnomah	6.8	686	4,630	2004
San Fran Bay area	7.1	7,039	50,000	2003
Richmond, Virginia	7.1	265	1,884	2002
OREGON (17 th)	9.3	3,560	33,132	2002
Phoenix (19 th)	11.9	3,195	38,048	2003
Cincinnati (20 th)	13.1	835	10,951	2002
Sacramento (21 st)	13.4	1,269	17,000	2002
U.S. avg (31 st)	17.4	-	-	2004
Minneapolis (33 rd)	17.9	1,115	20,000	2002
Indianapolis (44 th)	23.5	857	20,000	2003

Multnomah County Animal Services

Task Force Report: Goals for FY06 ...what we're working on!

- Complete remodel: Cattery, Isolation, Veterinary exam, treatment and surgery area by Jan. 2006.
- Complete site masterplan with Facilities Management by March 06.
- New phone message system in operation by Aug 05
- Expand to additional Adoption Outreach locations by March 05.
- Work with County Attorney to review and revise County Code Chapter 13 by June 06.
- Implement strategies to improve MCAS performance in FY06:
 - Increase adoption and RTO rate.
 - Increase pet license compliance by 10 %
 - Provide timely response to calls for service.
- Coordinate with the new Portland-Vancouver animal coalition to bring public attention to animal services in the metro area – on going in FY06.
- Behavior assessment program evaluation—continued from FY05.
- Conduct full review of enforcement policy with the County Attorney and implement policy clarification and training by June 06.



MULTNOMAH COUNTY ANIMAL CONTROL

TASK FORCE FINDINGS

*SUBMITTED TO
THE BOARD OF COUNTY COMMISSIONERS*

JUNE 29, 2000

**COGAN
OWENS
COGAN**

EXECUTIVE SUMMARY

The Multnomah County Board of Commissioners appointed a citizens' advisory task force in November, 1999 to review Multnomah County Animal Control (MCAC) services and to make findings about these services. The consulting firm of Cogan Owens Cogan, LLC (COC) was retained to facilitate the Task Force, assist with public involvement, and conduct associated research. The Task Force's primary charges were to:

1. Prioritize the current mix of MCAC services under the current budget;
2. Identify an ideal animal control system and associated costs for Multnomah County; and
3. Identify possible funding options for an ideal system, with consideration of pros and cons for each option.

The Task Force met from November, 1999 to June, 2000. Chaired by veterinarian Dr. Robert Murtaugh, Dove Lewis Emergency Animal Hospital, the Task Force heard public comments at its eight regular meetings and at a special meeting June 7th. In order to solicit broader public opinion on MCAC services, two public events solely dedicated to this purpose also were held – a March 7th public workshop/open house, and a May 17th public meeting. At the May 17th public meeting, draft findings were presented and discussed. Reports of both events, including testimony, are available under separate cover. COC researched model agencies and humane societies nationally and compared characteristics to MCAC. This report is also available under separate cover. A list of Task Force members is attached to the findings report.

Task Force Findings:

Regarding Charge #1, prioritization of services under the current budget, Task Force members find that priority services include the following elements which support the agency's efforts in striving for zero euthanasias for adoptable animals:¹

- 1.1 **Improve community education.** The Task Force puts the highest value on educational programs that: prevent animals from being brought to the MCAC shelter in the first place, return lost animals to their owners, find homes for animals which do enter the shelter system; and provide clear information about relevant laws, penalties and responsible pet ownership.
- 1.2 **Gain compliance with County animal control ordinances and state laws.** This high-priority service area relates to public awareness of relevant laws, but is more specific to enforcement of these laws regarding responsible pet ownership, field operations, the complaint, mediation, and hearings processes.

¹ MCAC should take the lead in defining adoptable in consultation with veterinarians and other related community organizations.

- 1.3 **Maintain an accessible, healthy and humane shelter environment.** Task Force members find that it is a high priority that an accessible, healthy and humane shelter be maintained for animals, owners and the interested public that use MCAC services.
- 1.4 **Establish method for citizen input.** A method for citizen input that is clear, accountable, responsive and demonstrates respect for public comment and involvement should be established.

Regarding charge #2, in addition to current services described above, the Task Force finds that an ideal animal control agency should include the following elements that support MCAC efforts in implementing actions to reach a goal of zero euthanasias for adoptable animals.²

- 2.1 **Develop and maintain excellent community information and education programs.** As in priority 1.1, public awareness and related marketing activities that promote use of MCAC services including the web site, billboards, newspaper articles and advertisements. Television, cable and radio programs, and presentations to schools should be maximized. Educational programs should be conducted in collaboration with other community organizations, including veterinarians, and should ideally begin before pet ownership.
- 2.2 **Improve the complaint and enforcement process.** The Task Force finds that an ideal animal care and control agency: retains a sufficient number of trained personnel; realizes immediate response to calls and same-day investigation of critical situations; and has sufficient facilities for these functions. Chapter 13 ordinance revisions are made and an updated complaint guide and form is produced.
- 2.3 **Coordinate return-to-owner, adoption and foster programs with other providers.** MCAC efforts are coordinated with other community services to enhance effectiveness, reduce operational inconsistencies among providers, and share and link information.
- 2.4 **Create and maintain an accessible, progressive, healthy and humane shelter environment.** Similar to priorities for existing services, a progressive, high-quality and humane shelter environment is essential in an ideal system.
- 2.5 **Provide sufficient staffing, management and training.** Adequate staffing and training are necessary to best provide needed services and a top-quality, compassionate shelter environment. Elements include ongoing training for staff and volunteers and ensuring that the agency name and mission statement reflect current community values.
- 2.6 **Establish a clear method and process for citizen input.** A method and process for citizen input that is clear, accountable, responsive and demonstrates respect for public comment and involvement is maintained.

² MCAC should take the lead in defining adoptable in consultation with veterinarians and other related community organizations.

- 2.7 **Coordinate kennel space.** Kennel space is coordinated with other shelters, community groups and foster parents to maximize available space for impounded animals.

While members of the Task Force made a considerable effort toward identifying possible funding options of an ideal system, a detailed study of the costs and budget of an ideal system is beyond the scope of this report. A comprehensive approach as to how funds should be raised is still needed. Costs of certain elements of an ideal system have been estimated by MCAC staff and are included in the full Task Force findings.

Regarding Charge #3, possible funding options for an ideal system, the Task Force finds that the following funding solutions should serve as a base for further studies regarding their viability and potential revenue. A starter list of pros and cons regarding the use of public funds, user fees, public/private partnerships and legislative proposals is included in the full Task Force findings.

- 3.1 **Public funds and strategies.** Adequate allocation from the general fund should be appropriated to support MCAC mandates, including enforcement and protection of public health and safety. General fund compensation by license renewal fees should be continued.
- 3.2 **User fees.** Fees would provide additional revenue to augment general fund contributions from sources such as partnerships with private companies and organizations, user fees for training and counseling, increased fees and fines.
- 3.3 **Private/public partnerships.** Partnerships are recommended to provide additional revenue to augment general fund contributions for enhanced services. Efforts should be coordinated by a nonprofit corporation such as Friends of the Shelter.
- 3.4 **Legislative and other considerations.** Suggestions are intended to provide additional revenue to augment general fund contributions for enhanced services and include commercial breeder licensing, voluntary tax refund donations, 'designer' license plates and a pet food tax, with waivers.³

³ The Task Force voted to recommend continuing to explore the pet food tax as an option though they were not unanimous on this finding.

**MULTNOMAH COUNTY ANIMAL CONTROL
TASK FORCE FINDINGS**

June 29, 2000

The Multnomah County Board of Commissioners appointed a citizens' advisory task force last fall to review Multnomah County Animal Control (MCAC) services and to make findings about these services. The consulting firm of Cogan Owens Cogan, LLC (COC) was retained to facilitate the Task Force, assist with public involvement and conduct associated research. The Task Force's primary charges were to:

1. Prioritize the current mix of MCAC services under the current budget;
2. Identify an ideal animal control system and associated costs for Multnomah County; and
3. Identify possible funding options for an ideal system, with consideration of pros and cons for each option.

The Task Force met from November, 1999 to June, 2000. Chaired by veterinarian Dr. Robert Murtaugh, Dove Lewis Emergency Animal Hospital, the Task Force heard public comments at its eight regular meetings and at a special meeting June 7. In order to solicit broader public opinion on MCAC services, two public events solely dedicated to this purpose also were held – a March 7th public workshop/open house, and a May 17th public meeting. At the May 17 public meeting, draft findings were presented and discussed. Reports of both events, including testimony, are available under separate cover. COC researched model agencies and humane societies nationally and compared characteristics to MCAC. This report is also available under separate cover. A list of Task Force members is attached to this report.

CHARGE #1: PRIORITIZATION OF SERVICES WITHIN THE CURRENT BUDGET

Based upon services provided in the current budget, Task Force members find that priority services include the following elements which support the agency's efforts in striving for zero euthanasias for adoptable animals:¹

- ◆ Community education about responsible pet ownership, MCAC laws and marketing of MCAC services, including return-to-owner, adoption and fostering programs;
- ◆ Compliance with Multnomah County Chapter 13 Animal Control ordinances and state laws;
- ◆ Maintenance of an accessible, healthy and humane shelter environment; and a
- ◆ Clear, accountable and responsive method for public input.

- 1.1 **Improve community education.** The Task Force puts the highest value on programs that prevent animals from being brought to the MCAC shelter in the first place, return lost animals to their owners, and find homes for animals that do enter the shelter system.

¹ MCAC should take the lead in defining adoptable in consultation with veterinarians and other related community organizations.

Priority community education and related services include:

- 1.1.1 Public awareness and marketing activities to promote use of MCAC services including optimum use of the Web site, newspaper articles and advertisements, television and cable programs, radio, presentations to schools and other promotional programs.
 - 1.1.2 Providing the public with information about relevant laws, penalties and responsible pet ownership, specifically, Multnomah County Ordinance Chapter 13, Animal Control.
 - 1.1.3 Sufficiently staffed and properly trained MCAC staff to provide community relations and educational services.
 - 1.1.4 Coordination with other organizations such as the Oregon Humane Society, Animal Legal Defense Fund, Friends of the Shelter, neighborhood mediation centers and the veterinarian community.
 - 1.1.5 Promoting public awareness of the importance of spay and neuter services.
 - 1.1.6 Publicly accessible shelter in terms of hours of operation, adequate signage, a user-friendly telephone system, counseling for existing and prospective pet owners and transit service.
- 1.2 Gain compliance with County animal control ordinances and state laws.** This high-priority service area relates to public awareness of relevant laws, but is more specific to enforcement of laws regarding responsible pet ownership, field operations and the complaint, mediation, and hearings processes. Priorities include:
- 1.2.1 Timely and appropriate enforcement of animal cruelty, neglect, and other laws; response to nuisance complaints and notice of infractions; and citations and fines.
 - 1.2.2 Sufficient number of hearings officers and facilities for timely hearings.
 - 1.2.3 Sufficient number of personnel during peak hours for the most rapid response time possible. Response time should be 24 hours on all field calls/complaints, including responses to barking nuisance complaints.
 - 1.2.4 Sufficient technical support and training for field services personnel including community relations and mediation.
 - 1.2.5 Training of hearings officers on how to solicit evidence, identify animal behavioral problems, and write effective decisions.
 - 1.2.6 Ongoing education of field office and response staff.
 - 1.2.7 Reviewing the statutory authority of Animal Control officers to enforce state animal welfare and anti-cruelty laws.
 - 1.2.8 Regular review of the effectiveness of enforcement activities and policies.
- 1.3 Maintain an accessible, healthy and humane shelter environment.** Task Force members find that it is a high priority that an accessible, healthy and humane shelter be maintained for animals, owners and the interested public that use MCAC services. In addition, the aforementioned community education efforts should promote these activities:
- 1.3.1 Effective lost-and-found, adoption and foster services system that includes outreach locations and cooperation with community organizations including veterinarians, other professionals and volunteers that provide similar and related services.

- 1.3.2 Reliable and timely licensing and records maintenance.
 - 1.3.3 Spay/neuter services and microchipping for animal identification.
 - 1.3.4 Ongoing training for staff and volunteers on breeds identification and animal care; stress therapy as needed.
 - 1.3.5 Provision of a clearly marked, accessible, healthy and humane environment as a holding facility for stray, dangerous and impounded animals; high-quality food; high-quality ventilation systems and adequate air conditioning and heating systems; walking, grooming and obedience training to counteract depression and antisocial behavior. Hours should include evenings and weekends to increase public accessibility.
 - 1.3.6 Behavioral training/adoption counseling for existing and prospective owners.
 - 1.3.7 Provision for a humane death only when the alternatives of returning the animal to its owner, adopting or fostering it are unavailable or are deemed inappropriate due to public safety or other policy concerns.
- 1.4 **Establish a method for citizen input.** A method for citizen input that is clear, accountable, responsive and demonstrates respect for public comment and involvement should be established. Related priorities include:
- 1.4.1 Top-quality agency management that achieves optimum service delivery and public accessibility.
 - 1.4.2 Improved client services including a clear and reliable process for public comment.

CHARGE #2: ELEMENTS OF AN IDEAL ANIMAL CONTROL AGENCY AND ASSOCIATED COSTS

While members of the Task Force made a considerable effort toward identifying possible funding options of an ideal system, a detailed study of the costs and budget of an ideal system is beyond the scope of this report. A comprehensive approach as to how funds should be raised is still needed. Cost estimates for certain elements of an ideal system have been provided by MCAC staff, but they are not intended to be either comprehensive or additive.

In addition to services described in Charge #1, the Task Force finds that an ideal animal control agency includes the following elements. These elements support the agency's efforts in implementing actions to reach a goal of zero euthanasias for adoptable animals.²

- ◆ Excellent community information and education programs;³
- ◆ Improved complaint and enforcement processes;
- ◆ Strong, coordinated return-to-owner, adoption and foster programs;
- ◆ Accessible, progressive, healthy and humane shelter environment(s);
- ◆ Sufficient staff and proper training to best provide these services;
- ◆ Coordinated volunteer services both within MCAC and among other service providers.

² MCAC should take the lead in defining adoptable in consultation with veterinarians and other related community organizations.

³ Whether provided by MCAC directly or coordinated with others.

2.1 Develop and maintain excellent community information and education programs. As in finding 1.1, public awareness programs and related marketing activities that promote use of MCAC services including the Web site, billboards, newspaper articles and advertisements are high priority. Television, cable and radio programs, and presentations to schools should be maximized. Educational programs should be conducted in collaboration with other community organizations, including veterinarians, and should ideally begin before pet ownership. Other details include the following. Approximate costs for key items identified to the right.

	Approximate cost⁴:
2.1.1 Web site maximized with up-to-date digital photographs of all intakes and foster animals and linked to other shelter and animal-oriented community programs Web sites.	Staff to photograph/maintain Web site (one position): \$35,021
2.1.2 MCAC telephone sufficiently staffed for emergencies and non-emergencies. A "911" type number used for emergencies; callers for non-emergencies are offered information and/or referral numbers by talking to a "live" person regarding services and job and volunteer opportunities. System can receive recorded messages. Staff helps the public solve problems as an alternative to giving animals up for adoption. Staff is trained in basic mediation and informed of county services.	Telephone staff (four positions): \$140,084
2.1.3 Media and community information strategy developed that informs citizens about responsible pet ownership and the county Animal Control ordinance. Information includes resources regarding sensitivity to neighbors and information on animal behavioral training and Chapter 13 code violations and penalties.	Education/behavioral training (one position): \$45,013
2.1.4 Improved MCAC brochure includes descriptions of fines for ordinance violations and infractions. ⁵	
2.1.5 "Responsible Pet Owner" sheet or brochure outlines the responsibilities of animal ownership for all newly licensed owners and owners against whom a complaint has been filed. This and other educational materials are available in the community at locations including, but not limited to, pet stores, kennels, libraries and public buildings.	
2.1.6 Establishment of a single recognized point of contact for MCAC public information/affairs gives the public a clear sense of organizational structure, roles, responsibilities and accountability.	Staff to respond to citizen input (one position – County information specialist): \$45,013

⁴ Provided by MCAC staff for certain elements. Not intended to be comprehensive or additive.

⁵ The complaint process subcommittee recommends that such a brochure be mailed to owners and complainants with Neighborhood Mediation's "How to Resolve Conflicts" sheet at the time a warning letter is sent to both parties to provide important information regarding the law and communication skills.

	Approximate cost ¹ :
2.1.7 A regular system for performance review and evaluation is implemented.	
2.2 Improve the complaint and enforcement process. The Task Force finds that an ideal animal care and control agency would contain:	Sufficient personnel for round-the-clock service; staff costs only – does not include equipment costs.
2.2.1 Sufficient personnel is available for around-the-clock, seven-day-per-week service, including responses to nuisance complaints and immediate response to emergencies.	Animal control officer (5), animal control aide (5), health technician (4), care technician (4), care aide (3), dispatcher (6), <u>office assistant (6)</u> : \$1,166,758
2.2.1.1 Inconsistencies should be corrected between the MCAC ordinance and state law regarding certification of animal control officers. Roles should be clarified regarding authority of field officers and the impoundment process. Definitions and practices should be consistent with state law.	
2.2.1.2 Field officers should be educated, trained and certified as appropriate.	Additional vehicles (10) <u>and expenses</u> : \$750,000
2.2.2 Telephone staff are able to recommend resolution of issues through mediation.	Additional computers, etc. -- \$3,000 x (10): \$30,000
2.2.3 Immediate (same-day) response of at least a return call on all calls.	
2.2.4 Same-day investigation of critical situations that affect animals and people.	Sufficient number of officers to respond within 24 hours and with a maximum of 14 days between complaint and mediation. Animal control officer (10): \$450,130, Mediator (1): \$45,013, part-time attorney (1): \$29,580, part-time hearings officer (1): \$29,580
2.2.5 Maximum of 14 days between receipt of a petition form and mediation.	
2.2.6 Basic mediation training for phone and field staff.	
2.2.7 Mediation required prior to hearings for notice of infraction cases and citations.	
2.2.8 On-staff mediator available or comparable mechanism in place to mediate and settle complaints.	
2.2.9 Sufficient number of trained staff and adequate facilities are available to accommodate timely hearings. A half-time attorney and half-time hearings officer are recommended. More training for hearings officers is realized as is a review process for their decisions. Training should include how to conduct a hearing, solicit evidence, deal with animal behavior problems, and write effective decisions.	
2.2.10 Chapter 13 revisions are made to improve the process regarding code violations and the hearings process. Revisions should provide for a timely hearings process and sanction options for violators including diversion and community service.	

- 2.2.11 A revised, updated complaint guide and form that provides clear and necessary information is available.
 - 2.2.12 Field officers who have witnessed a violation are required to attend all hearings, including barking nuisances, in person or through an affidavit.
 - 2.2.13 Diversion classes and/or community service is available for violators who, upon successful completion, could qualify for reduced penalties.
 - 2.2.14 Sanction enforcement and collection of unpaid fines is increased.
 - 2.2.15 Regular audits of enforcement, mediation and other services are conducted.
 - 2.2.16 Evaluation conducted with the Sheriff's Office and other relevant service providers regarding the complaint and enforcement process. Best departmental placement for Animal Control is considered.
- 2.3 **Coordinate return-to-owner, adoption and foster programs with other providers.** MCAC efforts are coordinated with other community services to enhance effectiveness, reduce operational inconsistencies among providers, and share and link information.
- 2.4 **Create and maintain an accessible, progressive, healthy and humane shelter environment.** Similar to priorities for current services, a progressive, high-quality and humane shelter environment is considered essential in an ideal system. Details include:
- 2.4.1 Return to owner, adoption and foster services that are coordinated with community organizations that provide similar and related services.
 - 2.4.2 Spay/neuter and microchipping for all animals is required by ordinance before release to new owners – delayed compliance allowed if deemed medically advisable by MCAC veterinary services.
 - 2.4.3 A shelter reference “library” is available that includes educational videos and lists of books on animal care and behavioral training for existing pet owners and potential adopters.
 - 2.4.4 Comprehensive behavioral training, adoption counseling and grooming is available.

Approximate cost⁴:

- 2.4.5 Facilities are adequate for all programs, including spaying/neutering, grooming, etc.⁶
- 2.4.6 Lost-and-found and behavioral “hotlines” are established to help public solve animal-related problems as an alternative to giving animals up for adoption.
- 2.4.7 Clear and adequate signage is coordinated with responsible state and local transportation departments to a new, centrally-located, transit-accessible shelter. New shelter: \$8,000,000 plus land cost
- 2.4.8 Satellite centers and outreach locations are utilized to enhance shelter space, improve the adoption rate and advertise the foster program.
- 2.4.9 An on-staff veterinarian is retained and has appropriate equipment and facilities available. Veterinarian (1): \$48,242⁷
- 2.4.10 A volunteer coordinator is retained and volunteers are trained, coordinated and recognized. Effective relationships built with other animal-related organizations and citizens in collaboration with other community organizations, including veterinarians. Volunteer coordinator (1): \$52,059
- 2.4.11 Pet licensing achieves a 100% compliance rate. Consider decals for placing owners’ phone number on tag to be furnished with each license. Encourage landlord assistance for providing community education. Link list of “pet-friendly” apartments to MCAC Web site.
- 2.4.12 An incentive is created for whomever places animals in new homes (breeders, nonprofit organizations, pet stores, foster and rescue organizations) to distribute MCAC juvenile licenses free of charge. Packets include juvenile license forms, information on responsible pet ownership and could include coupons for pet-related products.
- 2.4.13 A panel of animal experts consisting of members of the public, including a veterinarian and a behaviorist, should be convened to assist MCAC with establishing criteria and policies regarding animal care, adoptability and euthanasias. Humane death is available as a very last resort.
- 2.4.14 A “want list” is developed identifying people who are looking to adopt particular breeds or types of animals. List is in database and regularly updated.
- 2.4.15 Decisions about euthanasias consider both the interests of the animal and the public interest, including fiscal policy, animal temperament and health and safety concerns.

⁶ See Spring, 1999 ASPCA Animal Watch “Shelter Dreams” article for sample depiction.

⁷ Facilities and equipment costs not included.

- 2.5 **Provide sufficient staffing, management and training.** Professional management, staffing and training are in place to best provide needed services and a top-quality, compassionate shelter environment.
 - 2.5.1 Ongoing training for staff and volunteers on breeds and care provided. Employee counseling/stress therapy is available upon request.
 - 2.5.2 Agency name and mission statement reflect current community values, such as respect, promotion of responsible pet ownership, professionalism, safety for animals and people, public education and involvement, law enforcement and compassion.⁸
- 2.6 **Establish a clear method and process for citizen input.** A method for citizen input that is clear, accountable, responsive and demonstrates respect for public comment and involvement is established.
 - 2.6.1 Citizens advisory committee has clear access to and relationship with the Director.
- 2.7 **Coordinate kennel space.** Kennel space is coordinated with other shelters, community groups and foster parents to maximize available space for impounded animals.

CHARGE #3: POSSIBLE FUNDING SOLUTIONS FOR AN IDEAL SYSTEM

The Task Force finds that the following funding solutions should serve as a base for further studies regarding viability and potential revenue. A starter list of pros and cons regarding these suggestions, developed from public and Task Force members' input, also is included below.

- 3.1 **Public funds and strategies.** Adequate general fund allocation to support MCAC mandates, including enforcement and protection of public health and safety, is the highest priority. The general fund should continue to be compensated by license renewal fees. Public fund strategies include:
 - 3.1.1 Continuing general fund allocation for basic services.
 - 3.1.2 Increasing sanctions and collections. Consider a recovery system for outstanding fines similar to that of the Department of Revenue for unpaid parking fines, which are deducted from income tax refunds.
 - 3.1.3 Ensuring city and other agency contributions become more proportional to use of enhanced or ideal services. Negotiate terms upon renewal of intergovernmental agreements.

⁸ Revisions to the mission statement as proposed by Task Force members are included in the supplementary materials provided under separate cover.

Pros: broad public support for Multnomah County to allocate adequate budget for basic MCAC services.

Cons: inadequate to sufficiently fund all elements of an ideal system.

3.2 User fees. These would provide additional revenue to augment general fund contributions for enhanced services. Suggestions include:

- 3.2.1 Partnering with private pet-related companies to create incentive-driven programs to increase license compliance, for example, registrants receive a coupon packet for pet-related goods.
- 3.2.2 Exploring relinquishment fees.
- 3.2.3 Developing user fees for behavioral counseling and/or obedience training, i.e., "ask the expert" services. Opportunities for advertising and sponsorship developed to offset costs. Service has the potential to be self-supporting or to generate revenue.
- 3.2.4 Increasing fees for agencies and jurisdictions that use or need MCAC services, including City and County park services and the Oregon Department of Fish and Wildlife.
- 3.2.5 Collecting enhanced fines or penalties for repeat violators.
- 3.2.6 Considering a household pet permitting system that does not compromise compliance goals and strategies.

Pros: providing additional revenue for expanded services; offset reliance on general fund; proactively involves the private sector.

Cons: costs to administer programs; fees potentially discourage responsible behavior and are generally less desirable than incentives.

3.3 Private/public partnerships. Such partnerships are suggested to provide additional revenue to augment general fund contributions for enhanced services. Partnerships should be coordinated by an affiliated nonprofit corporation such as Friends of the Shelter. Suggestions include:

- 3.3.1 Web site sponsorship, maintenance and collection of advertising contributions for links/hits.
- 3.3.2 Restaurant association involvement such as menu item contributions. Concept could be extended to other businesses.
- 3.3.3 Pet store involvement such as a pet toy donation add-on for restaurant menu items. MCAC could sell licenses through business participation and retail outlets.
- 3.3.4 Chamber of Commerce and business involvement including contribution venues in malls and businesses, fundraising events, recruitment of donated media for adoption and lost-and-found programs and contributions of a portion of profits.
- 3.3.5 An ongoing pledge drive or an electronic withdrawal option. For example, a \$1/week contribution could be organized by volunteers and corporate partners. Pledge forms returned could result in coupons for discounted services at businesses/pet food, etc. Pledge forms could be mailed in county mailings or with bank/credit card statements

from corporate partners. Contributors should be recognized, such as in *The Oregonian* annually during National Pet Week.

- 3.3.6 Veterinarian partnerships to expand the existing program with veterinarians to spay and neuter pets before they go home with new owners, resulting in increased compliance.
- 3.3.7 Donations – through a non-profit organization, MCAC could solicit cash and in-kind donations of needed equipment and supplies. Donation jars could be placed in public places and in the shelter.
- 3.3.8 An endowment program, again, coordinated through a non-profit organization such as Friends of the Shelter.

Pros: provides additional revenue and collaboration with local businesses to provide expanded services; proactively involves private sector through incentives rather than regulation.

Cons: must be coordinated through a nonprofit; risks diminishing MCAC staff focus on delivery of basic services.

3.4 Legislative and other considerations. Additional revenue to general fund contributions for basic services could be provided by:

- 3.4.1 Commercial breeder licensing.
- 3.4.2 Tax check-offs – the County could pursue a statewide initiative to have public-owned shelters receive earmarked donation from tax refunds.
- 3.4.3 Designer animal-related automobile license plates.
- 3.4.4 Pet food tax, with waivers for age, income, and other special circumstances, dedicated solely to enhanced MCAC programs.⁹ Such a program should be considered only after public/private partnerships and other strategies are explored to assist with fuller funding of an ideal agency.

Pros: a major additional revenue stream is necessary to provide the funds needed to augment general fund contributions for enhanced services. The pet food tax would provide a dedicated funding source that would not have to compete with other County priorities. The tax check-off and designer license plate concepts would be voluntary.

Cons: all proposals carry administrative costs. Opponents of the pet food tax maintain such a tax is difficult to administer, a burden on those who qualify for waivers, and creates issues of equity. Other concerns include that imposition of such a tax threatens to divide interests and potential partnerships.

⁹ The Task Force voted to recommend continuing to explore the pet food tax as an option though they were not unanimous on this finding.

**MULTNOMAH COUNTY ANIMAL CONTROL
TASK FORCE MEMBERS**

1. Dr. Robert Murtaugh, Dove Lewis Emergency Animal Hospital, Chair
2. Ilse Alban, Animal Aid, Inc.
3. Harry Ainsworth, Attorney
4. Bob Boyer, King Neighborhood Facility*
5. Dana Campbell, Staff Attorney, Animal Legal Defense Fund
6. Lt. Randall Covey, Oregon Humane Society
7. Rick Fernandez, Attorney
8. Bernie Giusto, Gresham Chief of Police
9. Roy Jay, President, Oregon Business Network
10. Phyllis Johanson, Friends of Shelter Animals
11. Garet Martin, Citizens Against Insensitive Dog Owners
12. Dr. Kim Saunders, Clinical Veterinarian and Assistant Professor, Oregon Health Sciences University
13. Patti Strand, National Director, National Animal Interest Alliance
14. Carey Theil, Campaign Organizer, Grey2K
15. Judy Wilkins, Guide Dog Users of Oregon

Subcommittees

Complaint process: Garet Martin, Dana Campbell, Phyllis Johanson, Bernie Giusto, Patti Strand
Funding: Dr. Robert Murtaugh, Bernie Giusto, Roy Jay

* Was not able to participate due to standing conflict.



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 12/06/05
Agenda Item #: B-2
Est. Start Time: 10:30 AM
Date Submitted: 11/29/05

BUDGET MODIFICATION: -

Agenda Title: **Briefing on Models for Evidence Based Practice in Public Safety Systems**

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

Date Requested:	<u>December 6, 2005</u>	Time Requested:	<u>75 minutes</u>
Department:	<u>(non-departmental)</u>	Division:	<u>LPSCC</u>
Contact(s):	<u>Judy Shiprack, Carol Wessinger</u>		
Phone:	<u>503 988-5217</u>	Ext.	<u>85894</u>
		I/O Address:	<u>503/600</u>
Presenter(s):	<u>Elyse Clawson</u>		

General Information

1. What action are you requesting from the Board?

No action—this is an informational briefing

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

Elyse Clawson is the Executive Director of the Crime and Justice Institute, Boston, MA. She was the Director of the Multnomah County Department of Community Justice, and is an acknowledged expert in Evidence Based Practices, and how they can be implemented to reduce recidivism in adult corrections. Her presentation will address experience in other states, the importance of collaboration of public safety partners, and provide insight into Multnomah County's public safety system.

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

None

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

Public Safety system balance and system collaboration to provide better public safety service.

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

Portions of the presentation will have been made to the LPSCC Executive Committee earlier on the same day.

Required Signatures

**Department/
Agency Director:**

J. Shupack

Date: 11/29/05

Budget Analyst:

Date:

Department HR:

Date:

Countywide HR:

Date:



PUBLIC SAFETY SYSTEMS BRIEFING

December 6, 2005

10:00am-11:30am

Board Hearing Room

Multnomah County Board of Commissioners

The National Model for Evidence Based Practices

**Elyse Clawson, Executive Director
Crime and Justice Institute
Boston, MA**

Elyse Clawson, formerly the Director of Multnomah County Department of Community Justice, will present on the National Model for Evidence Based Practices, what other states are doing and where Multnomah County is by comparison.

Elyse has collected recidivism data statewide, and will compare our rates to other Counties.

Are programs being cut in the current budget climate which Evidence Based Practices suggest should not be the first to go? A portion of the briefing will describe the experience of Dutchess County, NY as a leader in applying Evidence Based Practices, risk assessments and readiness programs for re-entry.

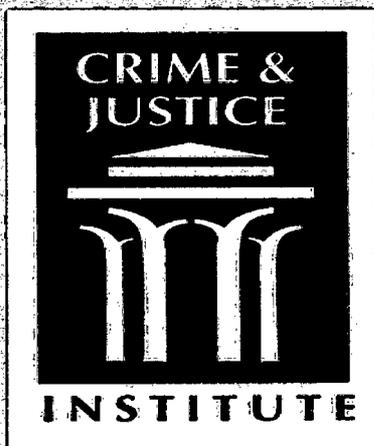
What are the questions we should be asking, what are the deliverables the public safety system should be measuring, and how does Multnomah County measure up, nationwide.

Please plan on attending!

**Serving
Public
Safety
Agencies in
Multnomah
County**

Multnomah County, Oregon Public Safety Briefing

December 6, 2005

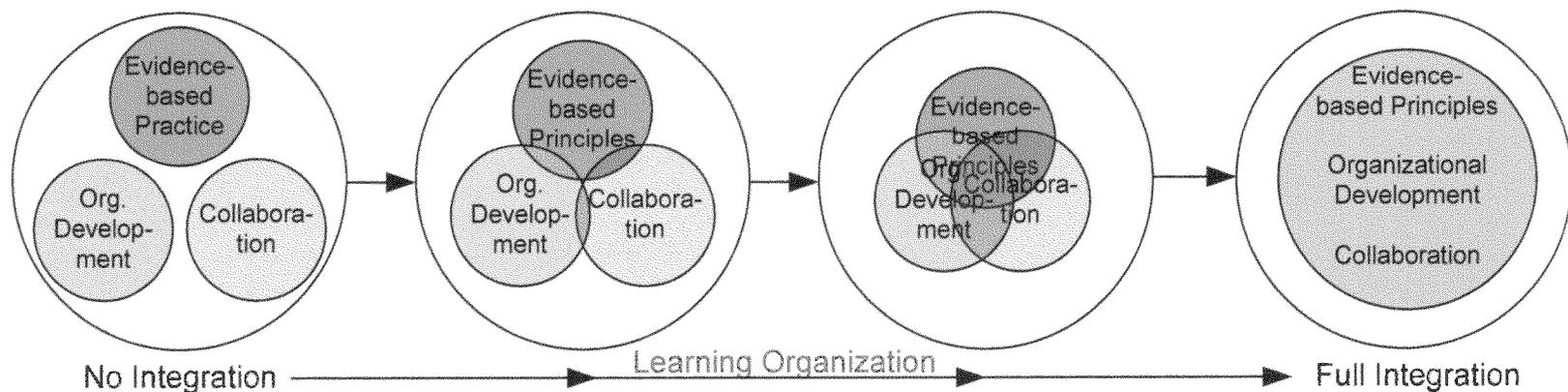


Elyse Clawson

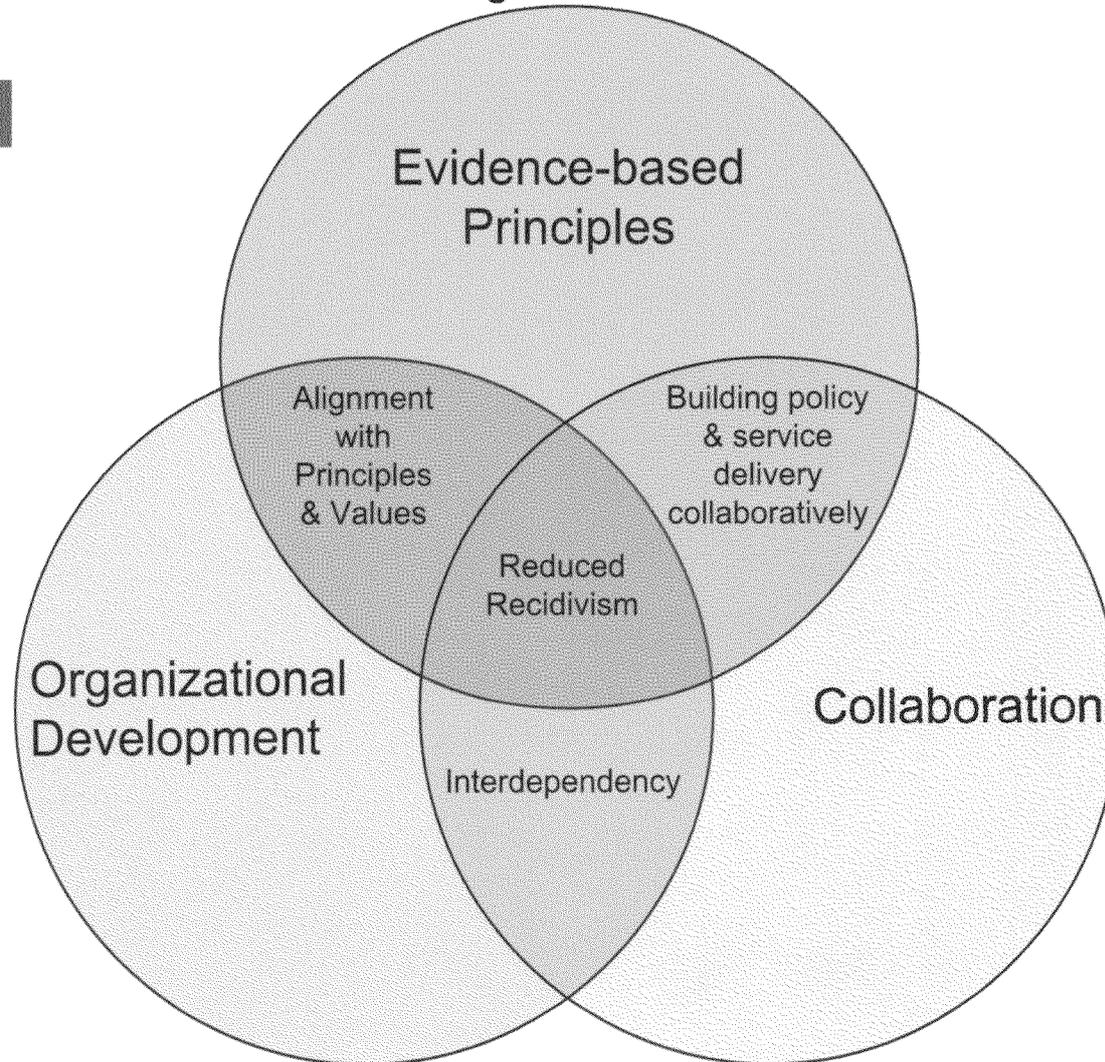
Vision

To build learning organizations that reduce recidivism through systemic integration of evidence-based practice in collaboration with community and justice partners.

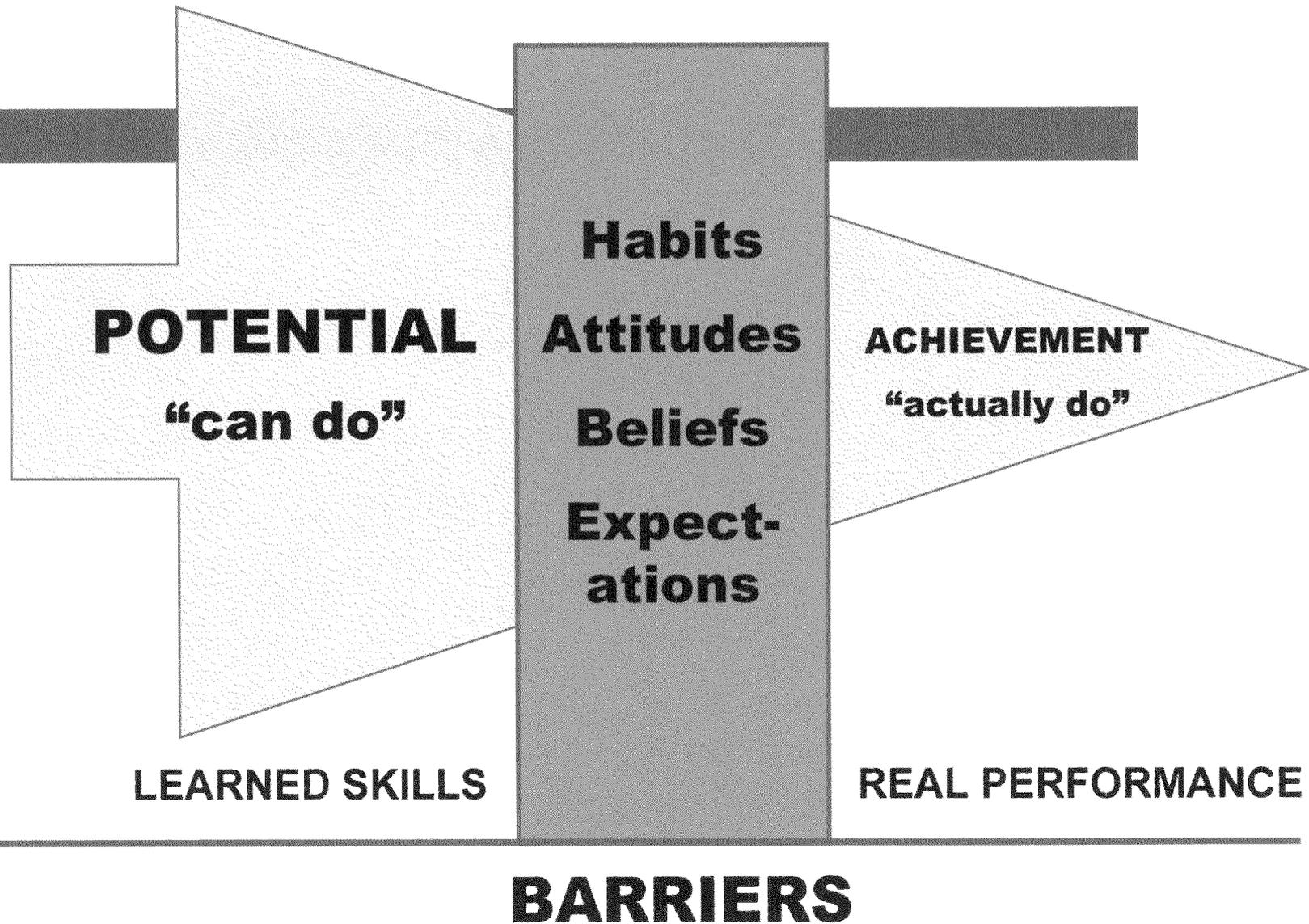
Integration Continuum



Implementing Effective Correctional Management of Offenders in the Community: *An Integrated Model*



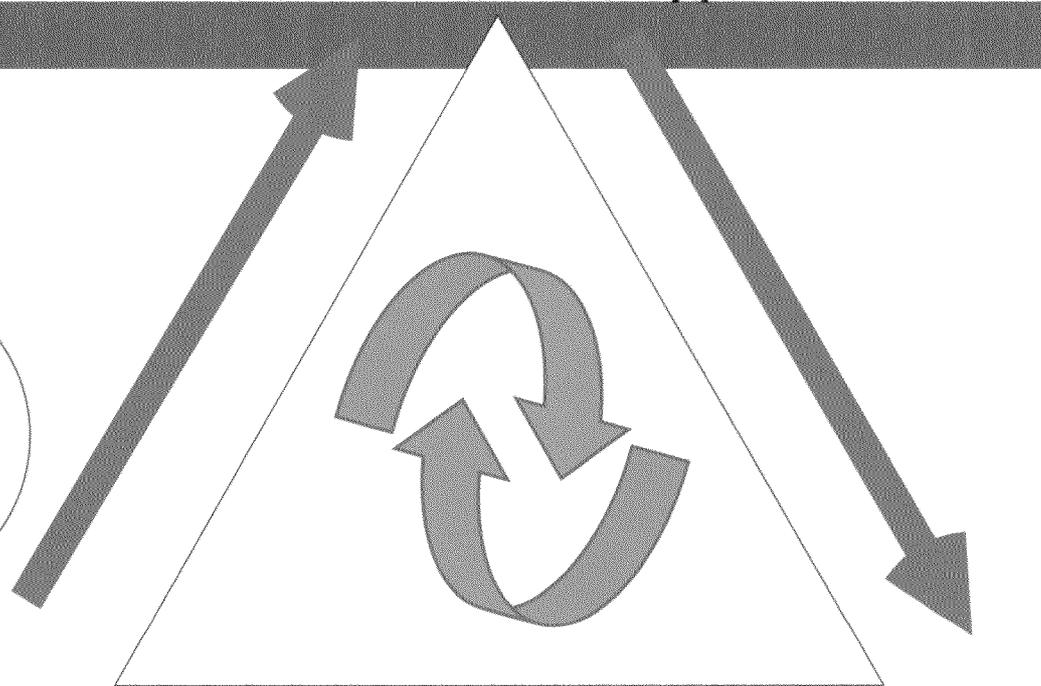
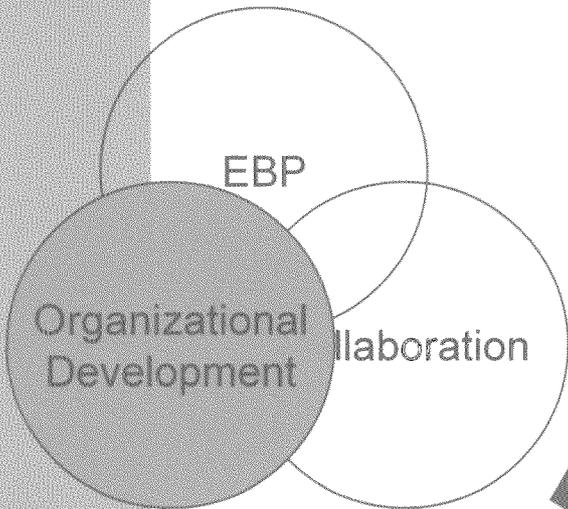
Why do we fall short of expectations?



The Strategic Management Triangle

Organizational Development

LOOKING UPWARD
Maintain Political Support



LOOKING INWARD
Ensure Organizational Capacity

LOOKING OUTWARD
Define Public Value

Adapted from Moore, Mark. *Creating Public Value: Strategic Management in Government*. Harvard University Press. October 1995.

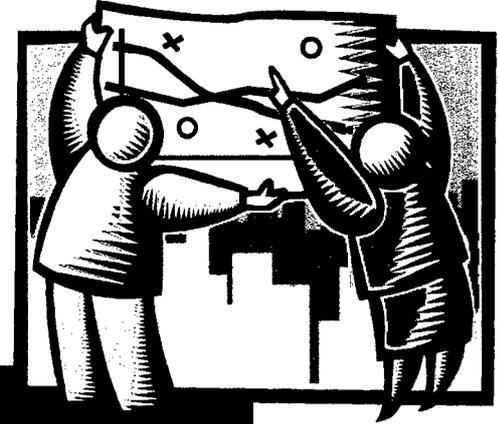
Organizational Development (OD)



The integrated model encourages focus on:

- Developing the ***highest productivity climate*** for implementing EBP at the organization and system level.
- Providing a ***positive learning environment*** and a focus on improving organizational & system capacity.
- Focus on ***systemic change*** versus single events.

OD Strategies

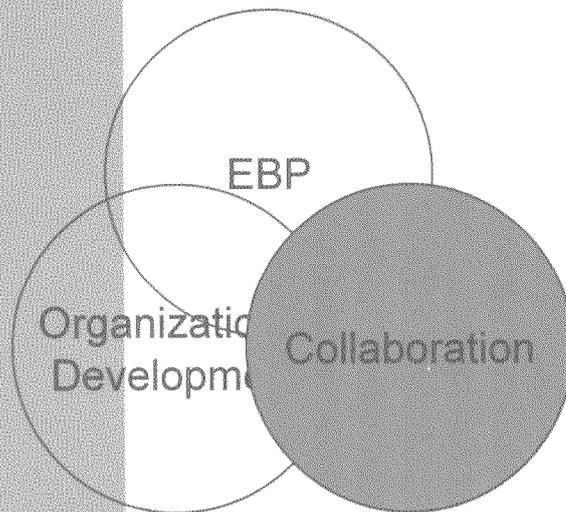
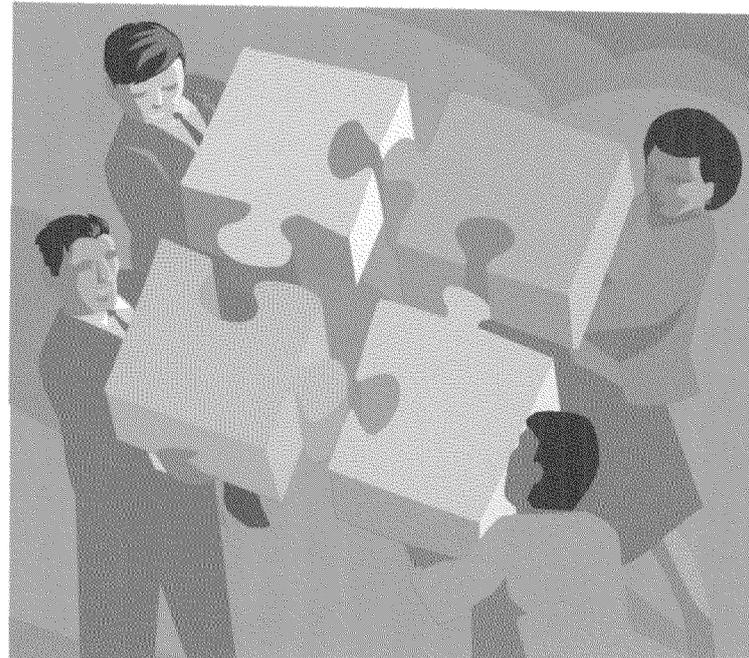


To effectively implement EBP, organizations must:

- Rethink mission and values
- Develop knowledge, skills and abilities
- Adjust and enhance infrastructure
- Transform organizational culture

Collaboration

Enhancing the capacity of another for mutual benefit and to achieve a common purpose.



Musings on Collaboration

- Do we really know the difference between these?

Coordination

(exchange info and alter activities for mutual benefit)

Cooperation

(share resources for mutual benefit with common purpose)

Collaboration

(see different aspects of problem, explore differences, reach solutions that enhance the whole)

- We often think we are collaborating when we are actually just sharing information or cooperating

What is Collaboration?

- “Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals.
- The relationship includes a commitment to:
 - a definition of mutual relationships and goals;
 - a jointly developed structure and shared responsibility;
 - mutual authority and accountability for success; and
 - the sharing of resources and rewards.”

- *The Wilder Foundation*

Essential Elements of Successful Collaboration

1. **Common Vision**
2. **Purpose**
3. **Clarity of Roles & Responsibilities**
4. **Healthy Communication Pathways**
5. **Membership**
6. **Respect & Integrity**
7. **Accountability**
8. **Data-Driven Process**
9. **Effective Problem Solving**
10. **Resources**
11. **Environment**

Sacred Cows Make the Best Burgers

- **Some sacred cows need to be slayed**
- **Requires permission to go on a sacred cow hunt**

-
- **Typewriter invented in 1860**
 - **Why were keys on keypad ordered the way they were?**

Examples of sacred cows? Probation for all cases, diversion decisions, boot camps, etc.

Tangible Outcomes of Collaborative Teams

Increased knowledge & understanding,
- better decisions
- greater political support.

Resource sharing rather than competition.

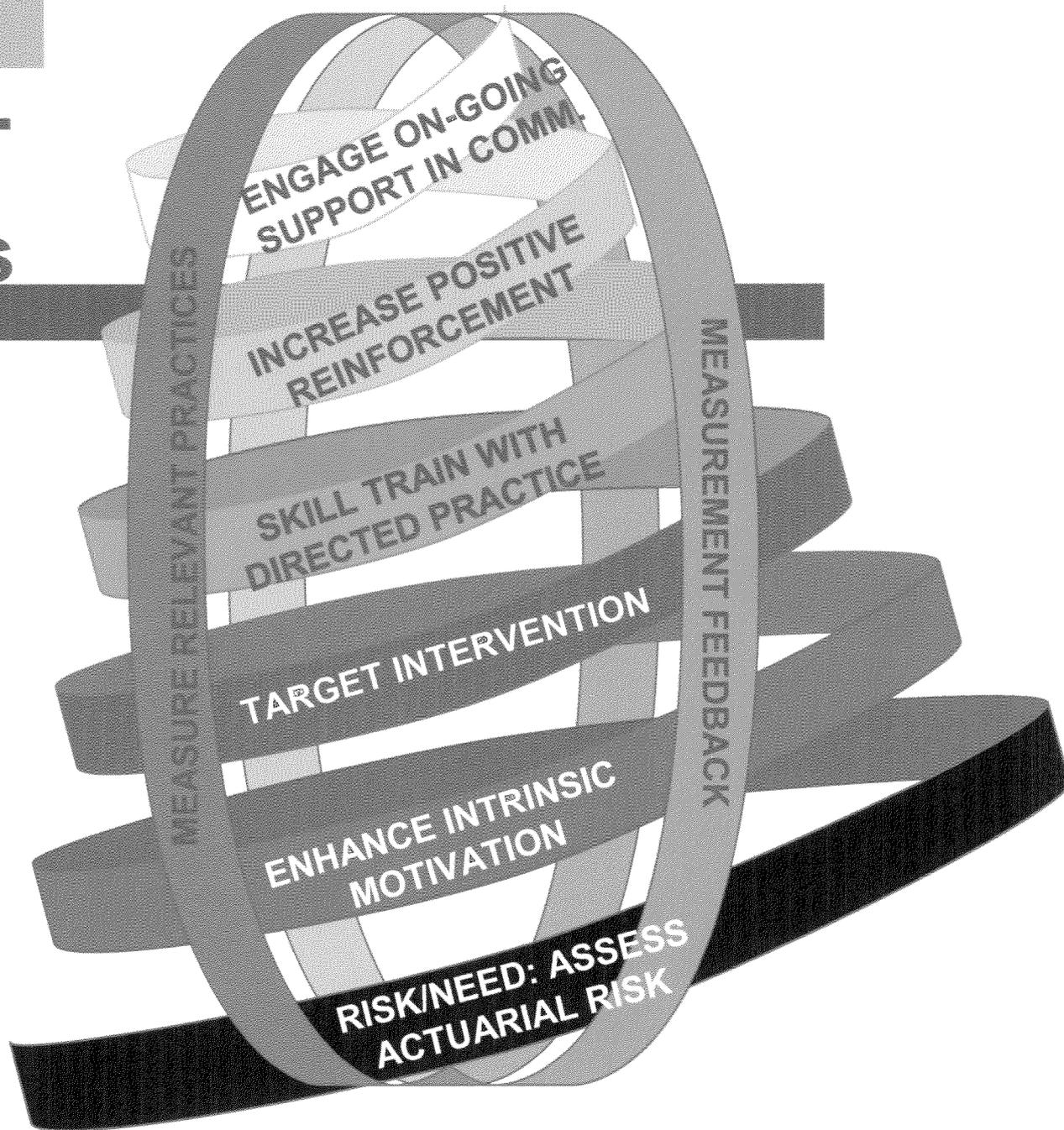
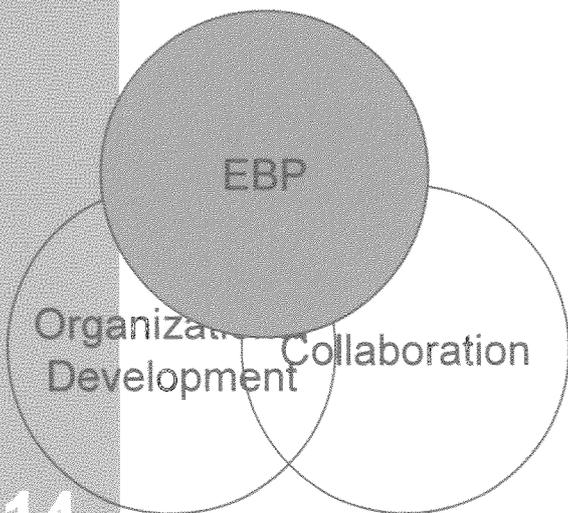
Effective system change.

Example:
Full team press conference

Example:
Redeployment of monies to support a needed project

Example:
Reallocation of jail bed space

Evidence-Based Principles



Evidence-Based Principles (EBP)

- Principles that are empirically proven to:
 - **Improve offender outcomes**
 - **Reduce recidivism**
- Focus on:
 - **Assessment and Classification**
 - **Engagement**
 - **Service Assignment**
 - **Service Utilization**
 - **Behavioral Compliance**

From the Earliest Reviews:

- Not a single reviewer of studies of the effects of official punishment has found consistent evidence of reduced recidivism.
 - custody, mandatory arrests, probation, increased surveillance, etc.
- At least 40% and up to 60% of the studies of correctional treatment services reported *reduced recidivism* rates relative to various comparison conditions, in every published review.

Principles of Effective Interventions

- Risk Principle (Who)—Higher risk offenders
- Need Principle (What)—Criminogenic needs
- Treatment Principle (How)—Use behavioral approaches
- Specific Responsivity (How)—Matching
- Program Integrity (All of the above and then some)—Quality

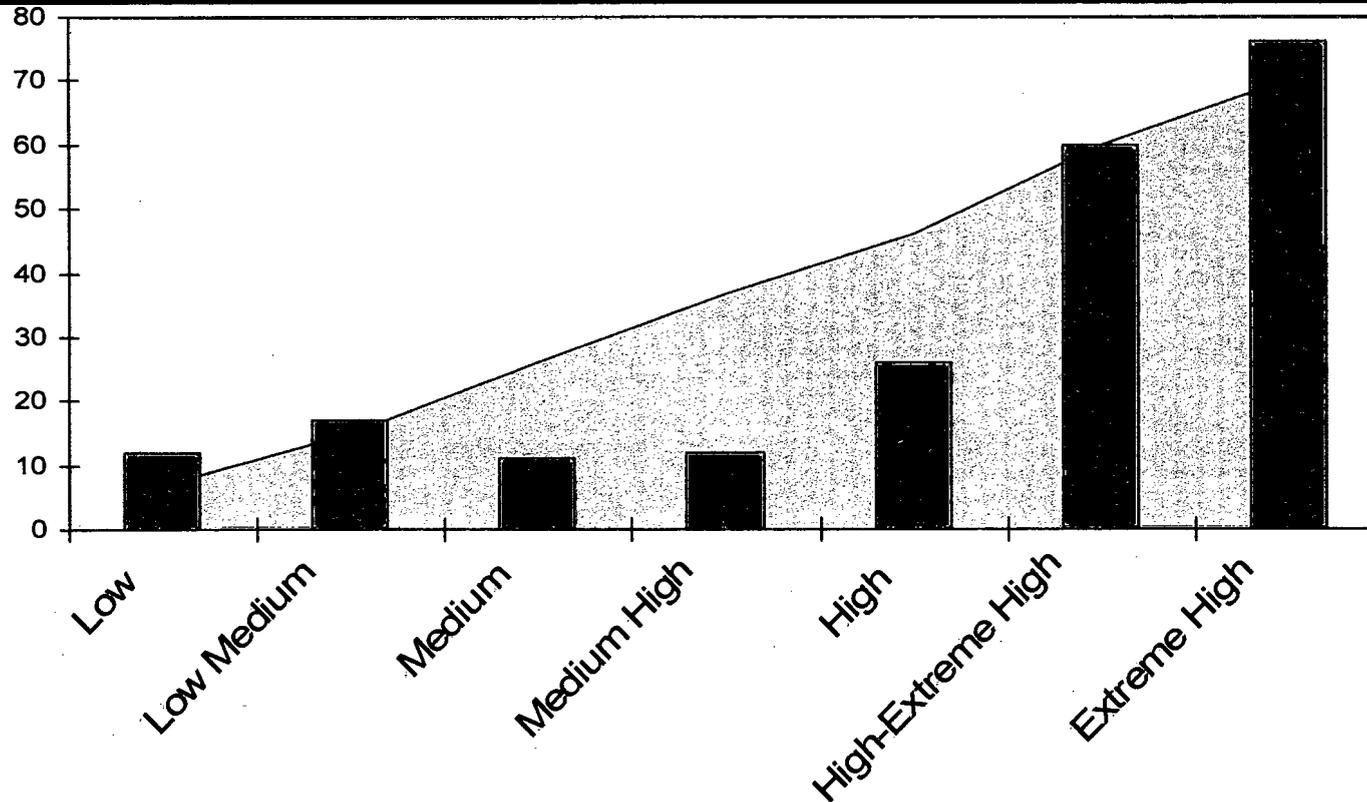
Risk

- Higher levels of service for higher risk
- Lower levels of service for lower risk

Impact of Treatment on Recidivism by Offender Risk Level

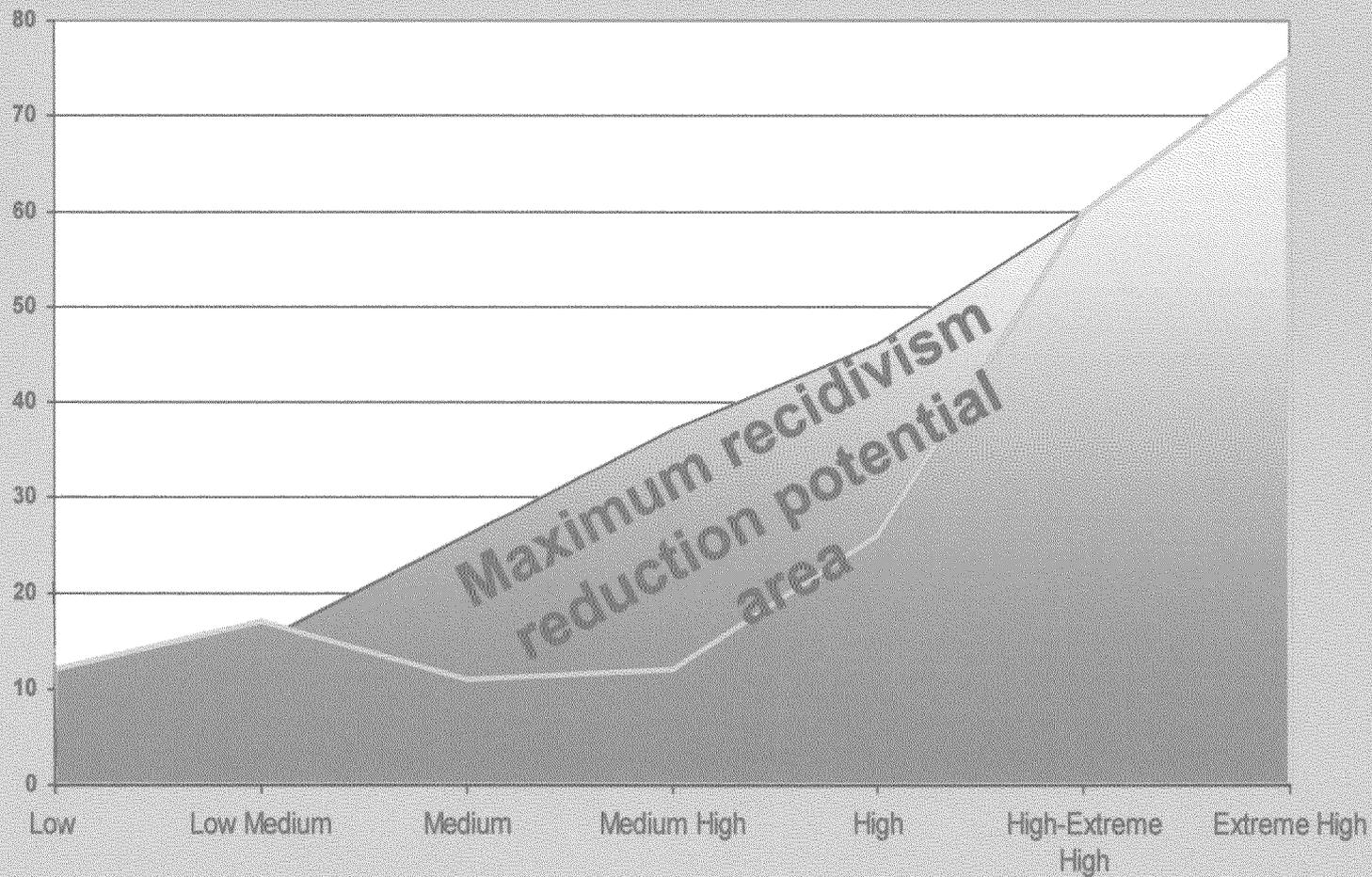
<u>Offender Risk Level</u>	<u>% Recidivism: Tx by Risk Level</u>		<u>Impact on Recidivism</u>	<u>Authors of Study</u>
	<u>Minimum Tx</u>	<u>Intensive Tx</u>		
Low Risk	16%	22%	(↑ 6%)	O'Donnell et al, 1971
High Risk	78%	56%	(↓ 22%)	
Low Risk	3%	10%	(↑ 7%)	Baird et al, 1979
High Risk	37%	18%	(↓ 19%)	
Low Risk	12%	17%	(↑ 5%)	Andrews & Kiessling, 1980
High Risk	58%	31%	(↓ 27%)	
Low Risk	12%	29%	(↑ 17%)	Andrews & Friesen, 1987
High Risk	92%	25%	(↓ 67%)	

Potential Impact on Recidivism



□ Recidivism Rate in relation to LSI scores
■ Likely recidivism rate with most effective correctional intervention

Potential Impact on Recidivism



The Need Principle

- Assess and identify criminogenic needs
- Target criminogenic needs.
- Must be focused intervention.
- If this is followed recidivism rates can be lowered.

“Criminogenic” Needs of Offenders

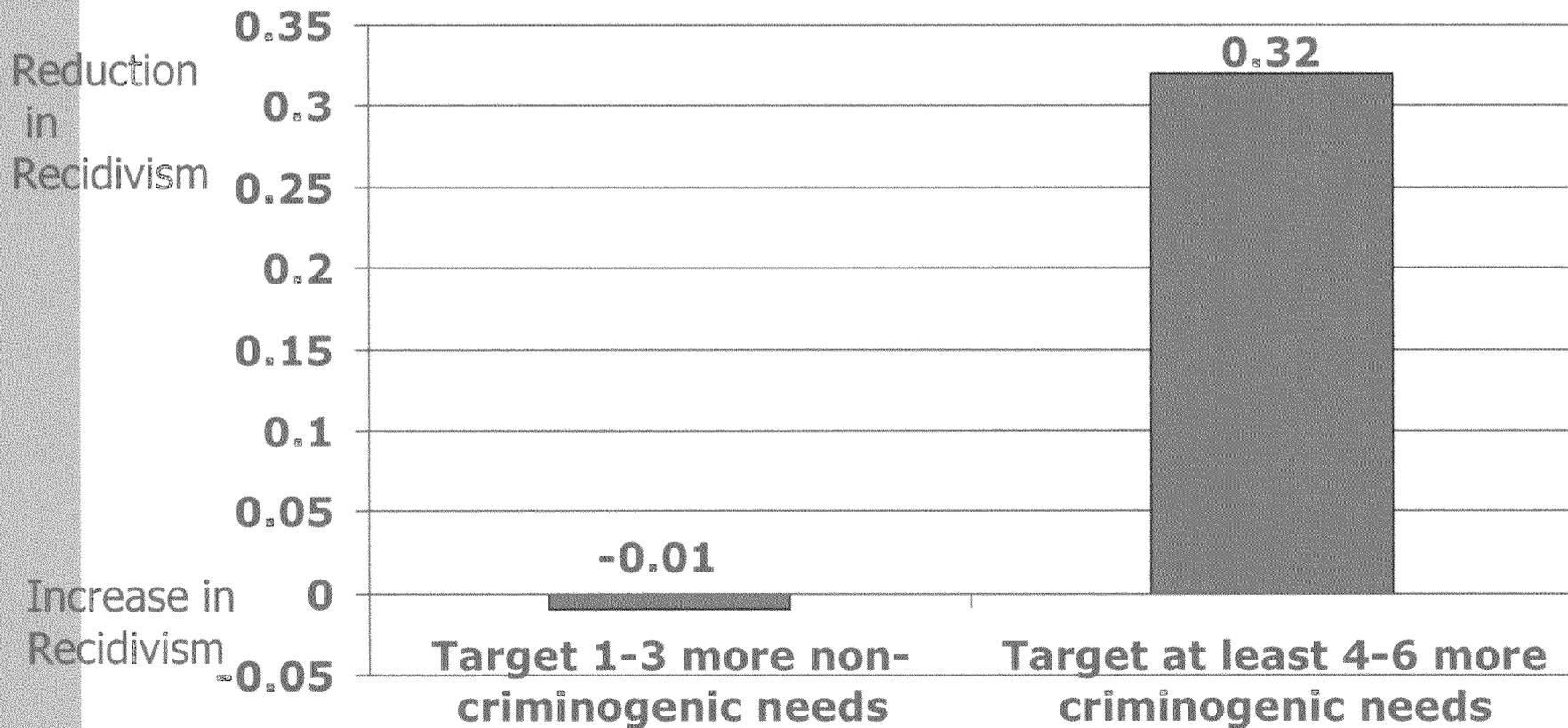
CRIMINOGENIC

- Anti-social behavior history (low self-control)
- Anti-social personality traits, attitudes, callousness, emotional instability
- Dysfunctional family
- Anti-social peers
- Anti-social values
- Substance abuse
- Employment
- Accommodations
- Recreation and leisure
- Financial

NON-CRIMINOGENIC

- Low self esteem
- Anxiety
- Neighborhood improvements
- Group cohesiveness
- Vague personal or emotional problems
- Unfocused religious programming

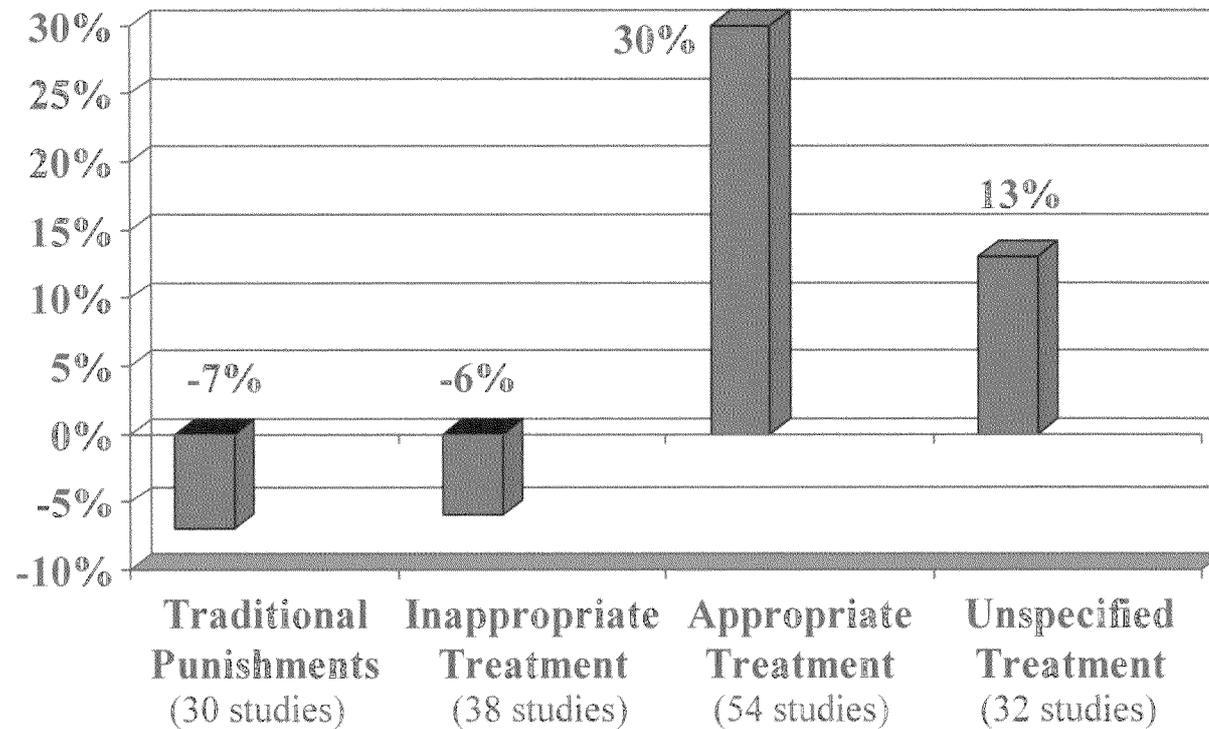
Targeting Criminogenic Need: Results from Meta-Analyses



Source: Gendreau P., French S.A., and A. Taylor (2002). What Works (What Doesn't Work) Revised 2002. Invited Submission to the International Community Corrections Association Monograph Series Project

Treatment Effectiveness

Percentage Reduction in Recidivism in 154 Controlled Studies



Responsivity: Specific to criminogenic needs

- Modeling
- Graduated practice
- Rehearsal
- Role-playing
- Reinforcement
- Detailed verbal guidance
- Often used in
 - Firm but fair use of authority
 - Pro-social modeling of alternatives
 - Concrete problem solving

Ineffective Responsivity:

- Opening up communication within offender groups may be criminogenic / psychopaths
- Permissive relationship-oriented milieu approaches
- Scared Straight
- Fear of official punishment
- Traditional psychotherapy/client centered

Responsivity Principle: Targets for Matching

- TRAITS:
 - Psychopathy
 - DSM-IV Diagnosis
- TEMPERAMENT:
 - Harmonious
 - Adventurous
 - Traditional
 - Curious
- LEARNING STYLE:
 - Introverted
 - Learning Style
- CONDITION:
 - Detoxing/Rebounding
 - Physically Exhausted/Sick
 - Target Behavior Motivational Stage
- 'CULTURAL'
 - Gender
 - Ethnicity
 - Age
 - Origin

The Treatment Principle

- The most effective interventions are behavioral
 - Focus on current factors that influence behavior
 - Action oriented
 - Offender behaviors are appropriately reinforced
- The most effective behavioral models are
 - Social learning—practice new skills and behaviors
 - Cognitive behavioral approaches that target criminogenic needs

Key Concepts of Cognitive Theories

- Thinking affects behavior
- Antisocial, distorted, unproductive irrational thinking causes antisocial and unproductive behavior
- Thinking can be influenced and changed
- We can change how we feel and behave by changing what we think

Implications of Theories to Treatment

Cognitive Theories

What To Change

WHAT
Offenders
Think

HOW
Offenders
Think

Social Learning Theory

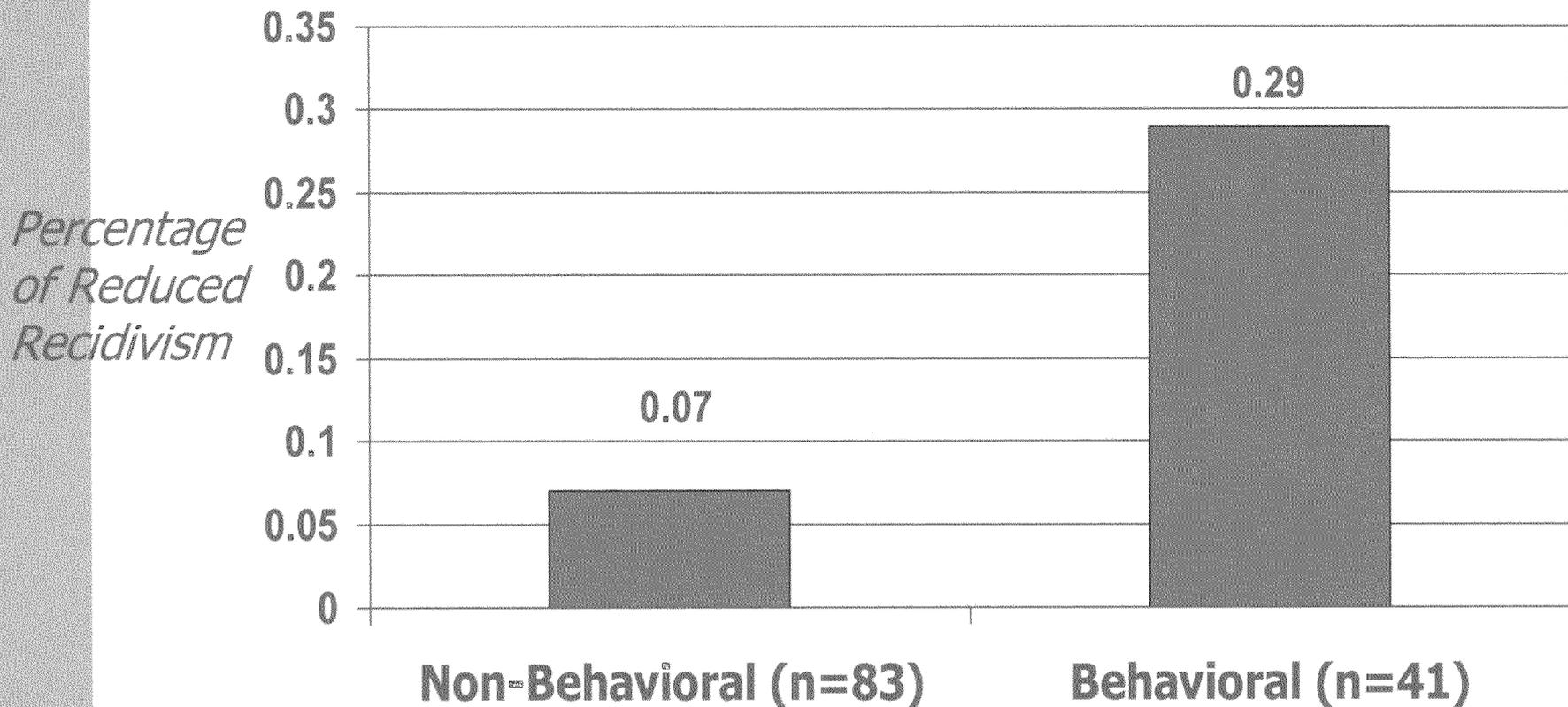
How To Change It

Model

Practice

Reward

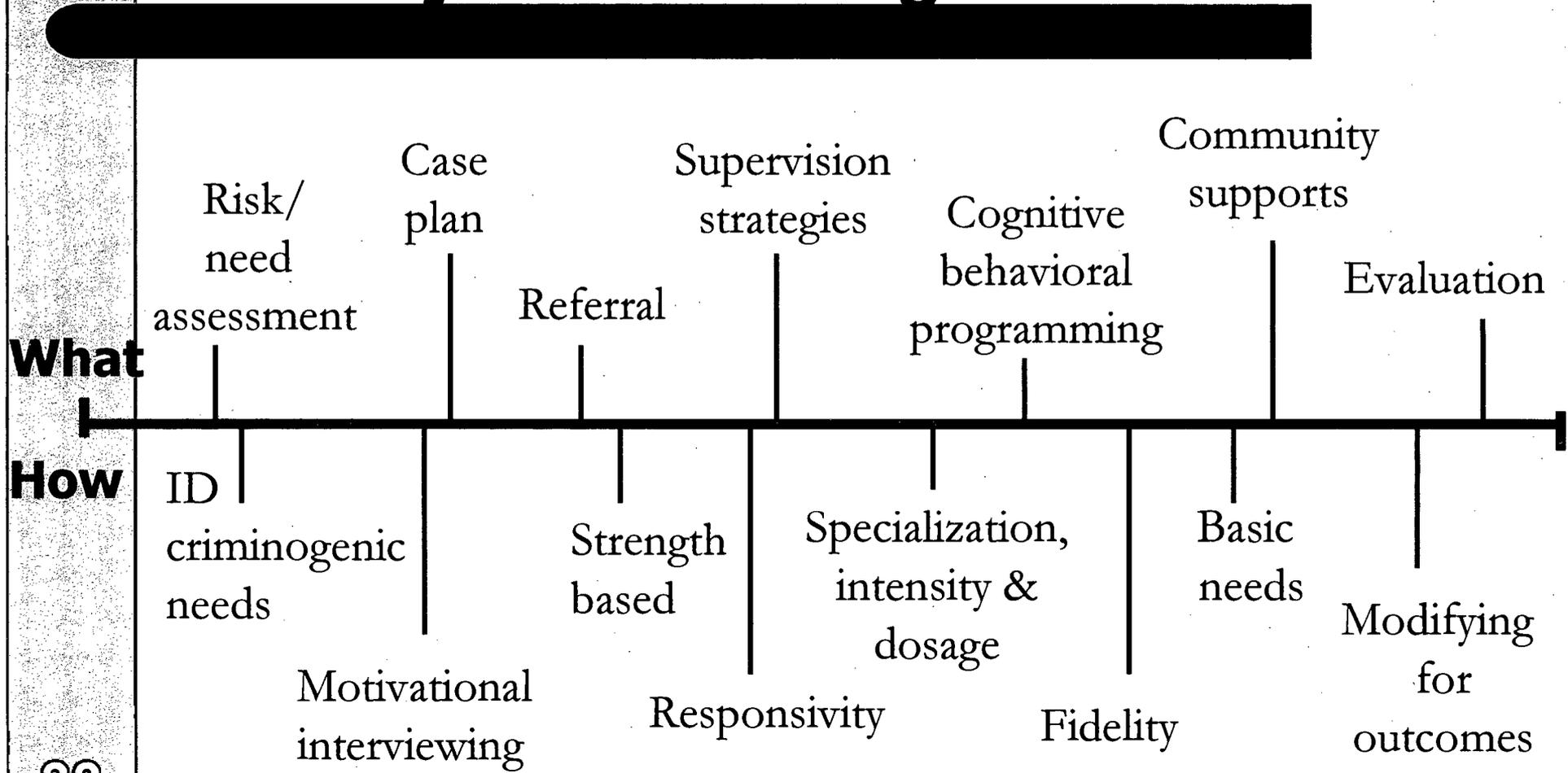
Behavioral vs. Non-Behavioral



Source: Andrews, D.A.1994. *An Overview of Treatment Effectiveness. Research and Clinical Principles*, Department of Psychology, Carleton University. *The n refers to the number of studies

Continuum of Application....

It's not just one thing



How do you know?

- ...the intervention matches criminogenic need?
- ...the service has sufficient dosage & intensity?
- ...the risk levels are not mixed?
- ...the program takes into account responsivity?
- ...the service is delivered with fidelity?

National Institute of Justice: What Works

- Vocational Training for older male x offenders
- Monitoring by specialized units for high risk repeat offenders
- Rehabilitation programs with risk-focused treatments
- Therapeutic community treatment programs
- Incarceration for high risk repeat offenders

From NIJ: Preventing Crime: What Works, What Doesn't, What's Promising 1998
(Research in Brief series)

National Institute of Justice: What Doesn't Work (the fads)

- Diversion from court to job training as a condition of case dismissal
- Scared Straight programs
- Home detention with electronic monitoring (with some exceptions)
- Shock parole or probation
- Rehabilitation programs using vague, unstructured counseling
- Split sentences adding jail time to probation or parole
- Correctional Boot camps

From NIJ: Preventing Crime: What Works, What Doesn't, Whats Promising. 1998
(Research in Brief series)

WSIPP: Mostly Does NOT Work

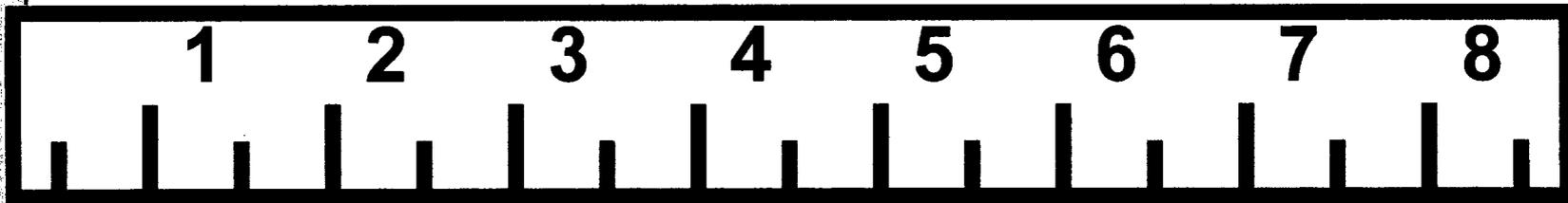
- Psychotherapy for Sex Offenders (Client centered)
- Scared Straight programs
- Diversion simple release without services
- Juvenile and adult boot camps
- Wilderness programs

www.wa.gov/wsipp The Comparative Costs And Benefits of Programs to Reduce Crime, 2001.

WSIPP: Mostly DOES work

- Cognitive Behavioral treatment
- Life Skills Programs
- Reasoning and Rehabilitation
- Aggression Replacement Training
- In prison therapeutic communities
- Cognitive Behavioral sex offender treatment
- Adult intensive supervision
- Fines for low risk offenders
- Job Counseling & job search for inmates leaving prison
- Multi disciplinary treatment foster care
- Functional Family therapy
- Diversion with services

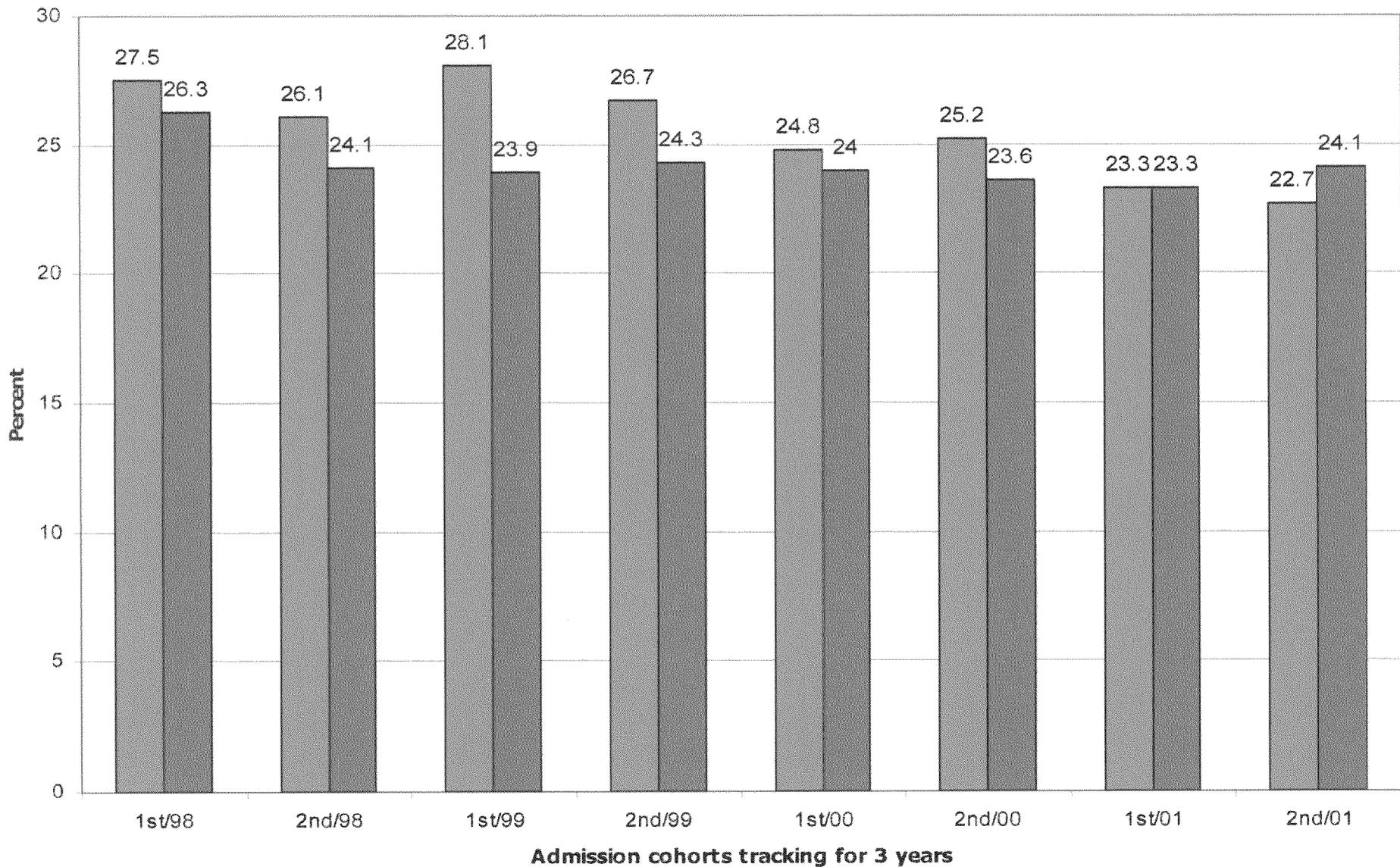
**What gets *MEASURED*
is what gets *DONE***



**If you can't *MEASURE* it
you can't *MANAGE* it**

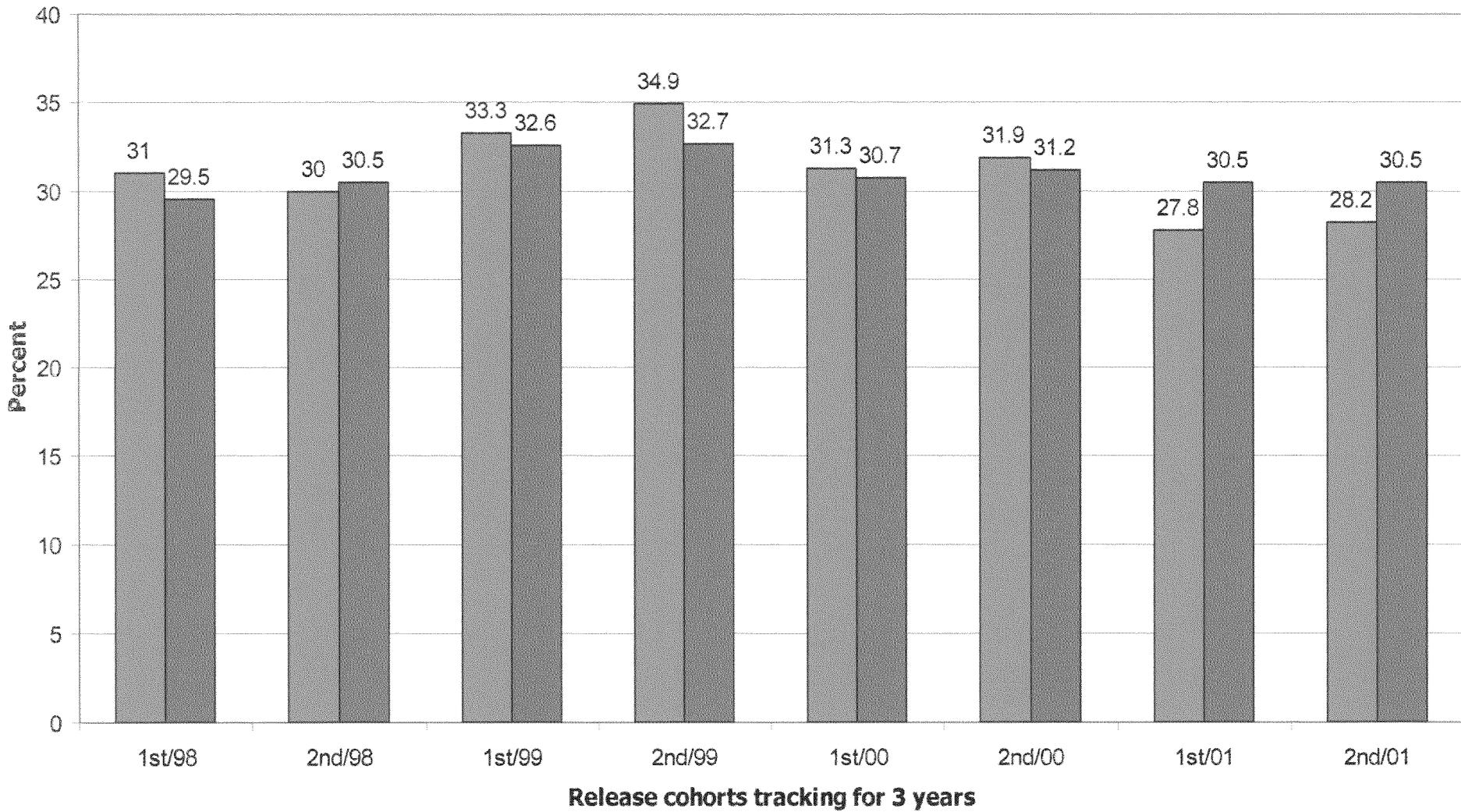
Probation Recidivism Rates - 2nd Half 2004

■ Multnomah County 3-Year Rate ■ Statewide 3-Year Rate



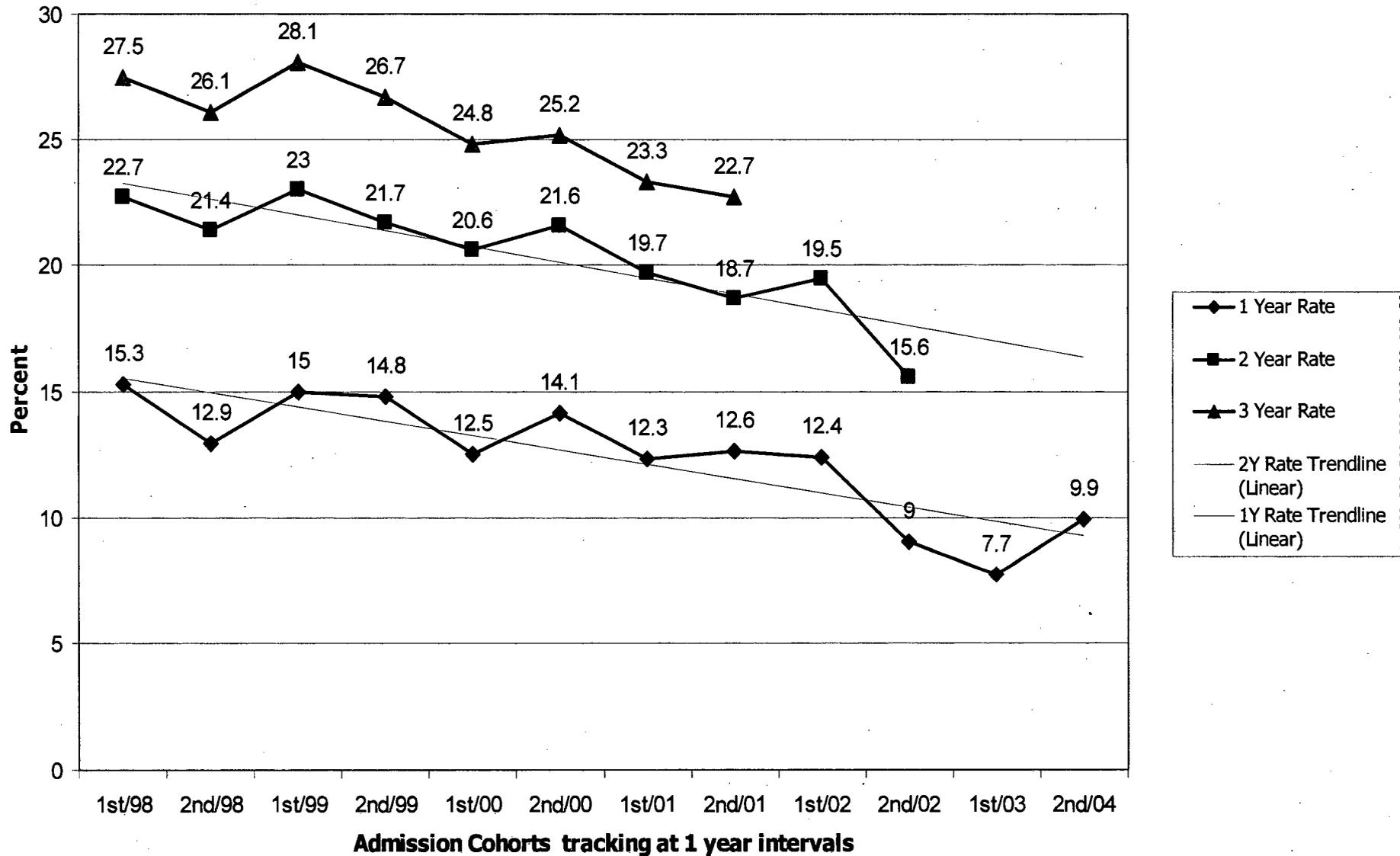
Parole/Post-Prison Supervision Recidivism Rates - 2nd Half 2004

■ Multnomah County 3-Year Rate ■ Statewide 3-Year Rate



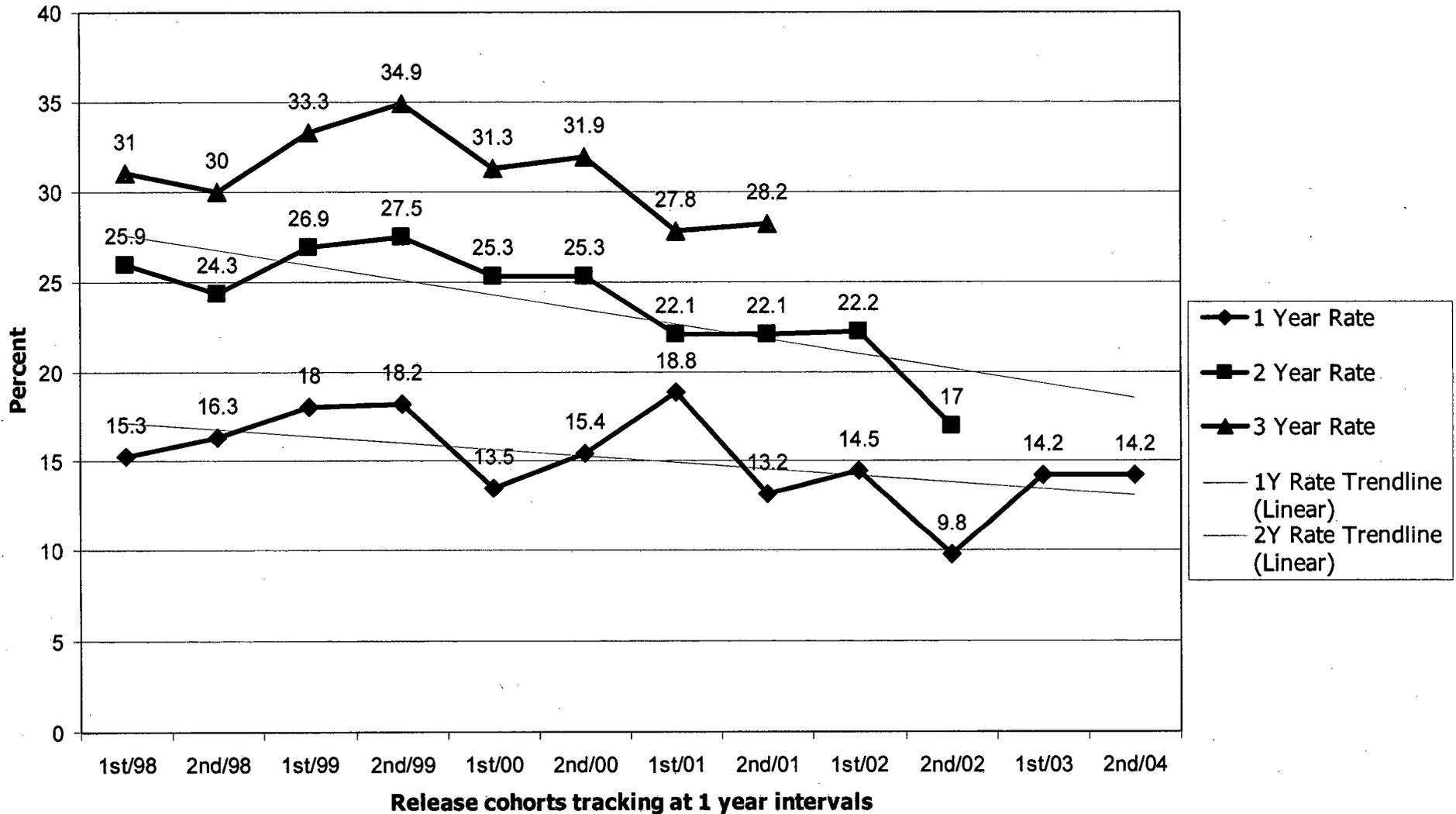
Probation Recidivism Rates - 2nd Half 2004

Multnomah County

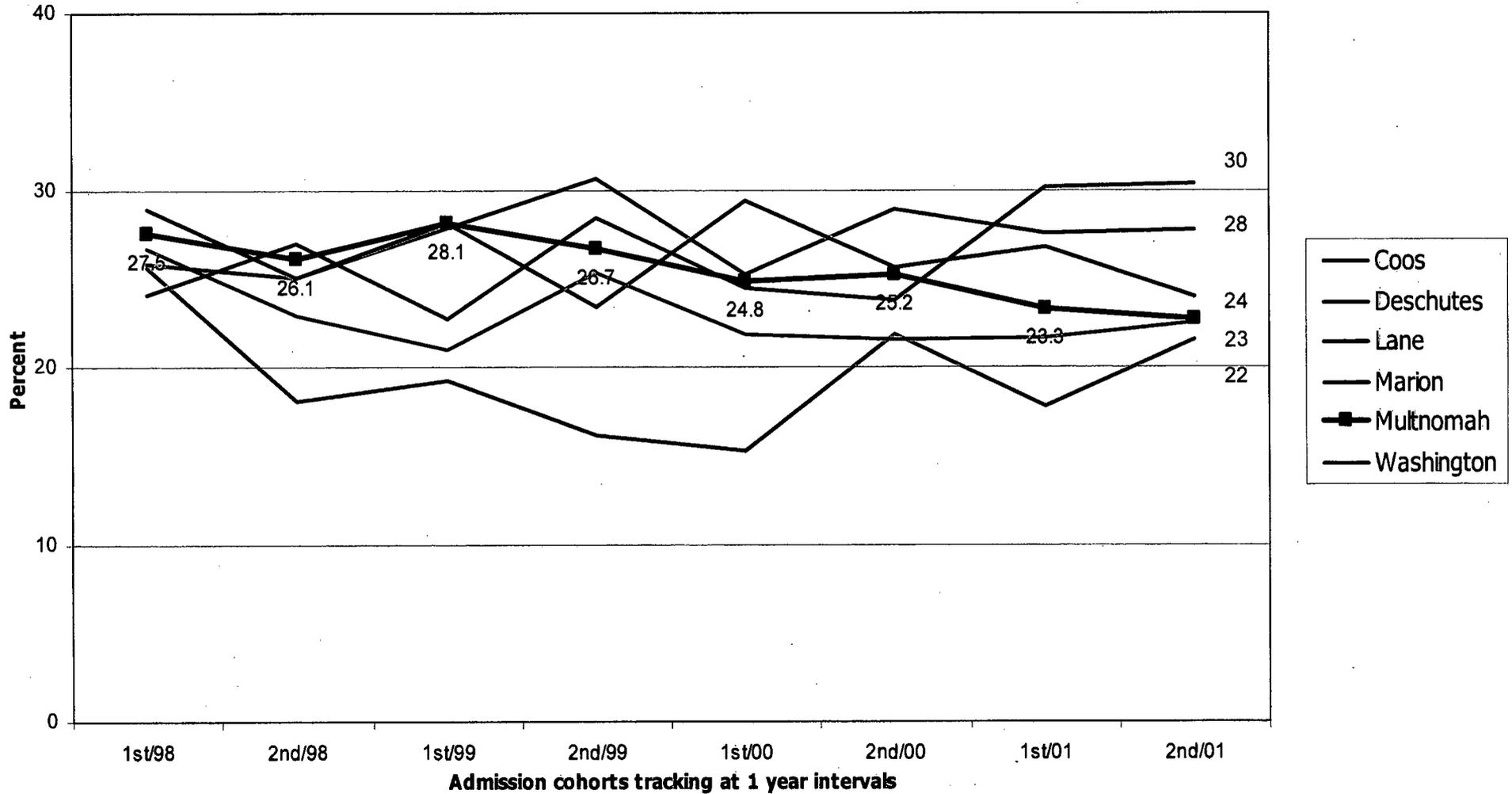


Parole/Post-Prison Supervision Recidivism Rates - 2nd Half 2004

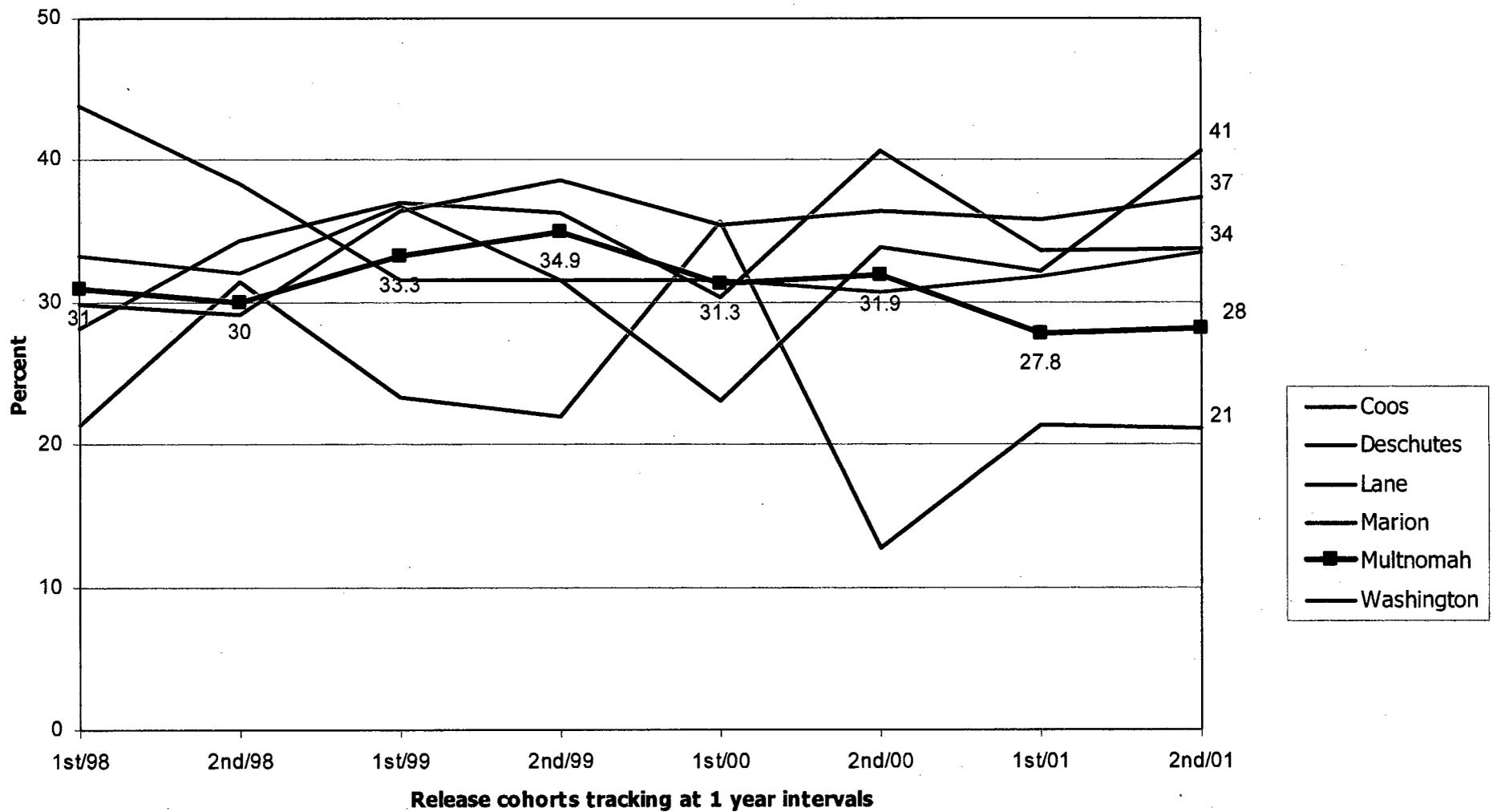
Multnomah County



Probation Recidivism Rates - 2nd Half 2004



Parole/Post-Prison Supervision Recidivism Rates - 2nd Half 2004



How justice system players are applying assessments . . . a few examples

- Courts are using risk tools for bail decisions or asking for a risk assessment on pre-plea basis
- Courts and prosecutors are taking risk level into account before determining how to respond to revocations
- Prosecutors use information for plea negotiations (to determine how and whether to plea)
- Prosecutor and defense attorneys plea negotiate in such a way that does not hamstring probation in applying appropriate conditions
- Prosecution sets up diversion criteria for lower risk and does not over-service; others can be diverted with no intervention
- Probation using assessments to determine level of supervision and appropriate referral
- Probation careful to avoid over or under responding
- Jails are using third generation assessment tools at intake and EBP principles for programming

Leading System Reform

- Connecticut
- Duches County, NY
- Illinois
- Indiana
- Iowa
- Maine
- Maricopa County, AZ
- Minnesota
- Oregon
- Washington

Duchess County Jail, New York

- Focus on recidivism reduction
- Utilizing third generation risk & need assessment
- CO's trained in and using Motivational Interviewing techniques
- Emphasizing relationship building & communication
- All staff expected to model appropriate behavior
- Transition and case planning begins at intake
- Systemic continuity between jail and probation (reach in and reach out)

System Accomplishments

Oregon

- Statewide data collection
- Sanctioning Guidelines
- Re-entry reform
- SB 267
- CPAI

Multnomah County

- Risk assessment
- System Collaboration
- Secure Residential Treatment
- Pre-Trial assessment
- Reductions in jail bed use
- Reduced Recidivism
- Case Plans
- Targeting Supervision & Treatment

System Challenges

- Budget Reductions
- Elimination of residential treatment
- Reduced number of jail beds
- Increased length of inmate stays
- Mental health system needs
- Meth treatment needs
- Reduction in community sanctions, especially residential

Systemic Use of EBP

- Assessment at point of intake using a third generation risk / need assessment tool
- Transition & Case planning
 - begins at point of entry (jail and probation)
 - Seamless transition from institution to community (reach in & reach out)
- Case plan addresses treatment needs
 - Clear structure for a continuum of care
 - Appropriate treatment in-line with EBP

Systemic Use of EBP

- Staff competency development
 - Use of assessment tools and data
 - Every contact is an opportunity to change behavior & enhance intrinsic motivation (i.e., positive reinforcement, MI)
- Accountability
 - Staff, supervisors, and managers held accountable for outcomes through performance evaluations and monthly management reports.

Systemic Use of EBP

Monitoring Intermediate Outcomes

- **Assessment:** % of inmates / probationers with assessments completed within time frame developed by local policy
- **Case Plans:** % of inmates / probationers with case plans completed within time frame developed by local policy
- **LOS:** Average length of stay in institution / on probation
- **Violations:** # of technical violations resulting in sanction or revocation to jail or prison
- **Treatment Readiness:** % in treatment readiness in jail who access treatment upon return to the community
- **Treatment:** % referred to treatment, % received treatment, % receiving treatment that are high risk
- **Pre-Trial:** % rearrested and % FTA

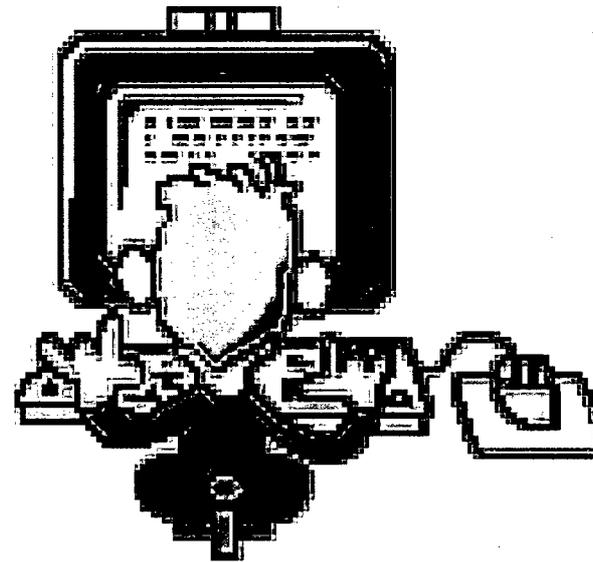
Systemic Use of EBP

A Systems Approach

- Making changes in one area of the system affects other areas
- Reductions in available community sanctions increase the need for jail beds
- Jail is an integral component of the commitment to EBP
 - Who is in jail
 - LOS
 - EBP practices
 - Risk / need assessment
 - Transition planning
- Measure recidivism by risk
- Where/what are the incentives/rewards in the system?

For More Information:

Visit our website:
www.cjinststitute.org





**MULTNOMAH COUNTY
AGENDA PLACEMENT REQUEST**

Board Clerk Use Only

Meeting Date: 12/06/05
Agenda Item #: E-1
Est. Start Time: 11:45 AM
Date Submitted: 11/15/05

BUDGET MODIFICATION: -

Agenda Title: Executive Session Pursuant to ORS 192.660(2)(h)

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

Date Requested:	<u>December 6, 2005</u>	Time Requested:	<u>15-30 mins</u>
Department:	<u>Non-Departmental</u>	Division:	<u>County Attorney</u>
Contact(s):	<u>Agnes Sowle</u>		
Phone:	<u>503 988-3138</u>	Ext.	<u>83138</u>
		I/O Address:	<u>503/500</u>
Presenter(s):	<u>Agnes Sowle and Invited Others</u>		

General Information

1. **What action are you requesting from the Board?**
 No Final Decision will be made in the Executive Session.
2. **Please provide sufficient background information for the Board and the public to understand this issue.**
 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.
3. **Explain the fiscal impact (current year and ongoing).**
4. **Explain any legal and/or policy issues involved.**
 ORS 192.660(2)(h).
5. **Explain any citizen and/or other government participation that has or will take place.**

Required Signatures

**Department/
Agency Director:**

[Handwritten Signature]

Date: 11/15/05

Budget Analyst:

Date:

Department HR:

Date:

Countywide HR:

Date: