

ANNOTATED MINUTES

*Tuesday, May 31, 1994 - 9:00 AM
Multnomah County Courthouse, Room 602*

BUDGET WORK SESSION

WS-1 Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 DEPARTMENT OF LIBRARY SERVICES Budget.

GINNIE COOPER, JENNIE GOODRICH, JUNE MIKKELSEN, MARGARET EPTING AND PAUL MILLIUS PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. STAFF TO RESPONSE TO FOLLOW UP INFORMATION REQUESTS.

*Tuesday, May 31, 1994 - 11:30 AM
Multnomah County Courthouse, Room 602*

BUDGET PUBLIC HEARING

Chair Beverly Stein convened the hearing at 11:30 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan saltzman present.

PH-1 PUBLIC HEARING on the 1994-95 DEPARTMENT OF LIBRARY SERVICES Budget. Testimony Limited to 3 Minutes Per Person.

RON SUMMERS TESTIMONY IN SUPPORT OF LIBRARY BUDGET.

There being no further public testimony, the hearing was adjourned at 11:35 a.m.

*Tuesday, May 31, 1994 - 1:30 PM
Multnomah County Courthouse, Room 602*

BUDGET PUBLIC HEARING

Chair Beverly Stein convened the hearing at 1:40 p.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan saltzman present.

PH-2 PUBLIC HEARING on the 1994-95 DEPARTMENT OF LIBRARY SERVICES, DEPARTMENT OF ENVIRONMENTAL SERVICES, AND

**DEPARTMENT OF COMMUNITY CORRECTIONS Budgets. Testimony
Limited to 3 Minutes Per Person.**

**ROSALIE GRAFE TESTIMONY IN SUPPORT OF
LIBRARY BUDGET; GERALD McFADDEN TESTIMONY
REGARDING ISSUES WITH THE DCC BUDGET AND
SUSAN KAY HUNTER TESTIMONY IN SUPPORT OF
FUNDING THE COUNCIL FOR PROSTITUTION
ALTERNATIVES.**

*There being no further public testimony, the hearing was adjourned at 1:45
p.m.*

**Tuesday, May 31, 1994 - 7:00 PM
Sheriff's Office Auditorium
12240 NE Glisan, Portland**

PUBLIC HEARING - MIDLAND LIBRARY

Chair Beverly Stein convened the hearing at 7:00 p.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan saltzman present.

PH-3 PUBLIC HEARING for the Purpose of Receiving Public Testimony on the Possible Relocation of the Midland Branch Library. Testimony Limited to 3 Minutes Per Person.

PUBLIC TESTIMONY REGARDING THE POSSIBLE RELOCATION OF THE MIDLAND BRANCH LIBRARY RECEIVED FROM MARK RUHLAND, TRUDY JONES, KEN BRUNEAU, DARRELL DESPER, KATE LAMB, HOWARD HOLT, MAVIS HOLT, DAVID BERNSTEIN, MARK CVETKO, PAT RICE, DENNIS RICHEY, FRANK CLEYS, GRACE FITZGERALD, CHARLES SMITH, HANK BELL, DICK GROAT, TOM PHILLIPS, W.M. BEARDSLEY, RICHARD SCHMIDT, MARGARET BREADSLEY, CHRIS KUGEL, PAUL PORCH, ELAINE BLUME, MARIANNE STEVENS, NORMA BLEID, TANYA PUTMAN, MARGARET WOLFF, BONNIE HOLT, DIANNA EDWARDS, VIRGINIA ANDERSON, NICK MEIER, PAUL MILLIUS, MO DINDRAL, SHIRLEY McGREW, MICHAEL DANA, PHIL NORMAN, MARGE BOOTON, LES PRATT, JOHN KRAUS, DAVID BURNEY, DONNA TAYLOR AND MAVIS WILLFORD. THE MAJORITY OF THIS TESTIMONY WAS OPPOSED TO THE RELOCATION AND IN FAVOR OF PURCHASE OF LAND ADJACENT TO THE CURRENT SITE AND BUILD NEW BRANCH FACILITY.

There being no further public testimony, the hearing was adjourned at 8:47 p.m.

*Wednesday, June 1, 1994 - 9:00 AM
Multnomah County Courthouse, Room 602*

BUDGET WORK SESSION

WS-2 *Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 INDEPENDENT AGENCIES & OTHER GENERAL GOVERNMENT SUPPORT (Citizens Involvement Committee, Tax Supervision Committee, Multnomah Commission on Children & Families, Metropolitan Arts Commission, Metropolitan Human Rights Commission, Accounting Entities, Portland/Multnomah Commission on Aging) Budgets and Elected Officials.*

JERRY PENK, CBAC; JOHN LEGREY, CIC; TIM REDDINGTON, TSCC; HELEN RICHARDSON, MCCF; BILL BULICK, ARTS COMMISSION; HELEN CHEEK, MHRC; BECKY WHERLEY, PMCOA; GARY BLACKMER, AUDITOR; DAVE WARREN AND MEGANNE STEELE PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. STAFF TO RESPOND TO FOLLOW UP INFORMATION REQUESTS.

*Wednesday, June 1, 1994 - 11:30 AM
Multnomah County Courthouse, Room 602*

BUDGET PUBLIC HEARING

Chair Beverly Stein convened the hearing at 11:30 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan saltzman present.

PH-4 *PUBLIC HEARING on the 1994-95 INDEPENDENT AGENCIES & OTHER GENERAL SERVICES (Citizens Involvement Committee, Tax Supervision Committee, Multnomah Commission on Children & Families, Metropolitan Arts Commission, Metropolitan Human Rights Commission, Accounting Entities, and Portland/Multnomah Commission on Aging) Budgets. Testimony Limited to 3 Minutes Per Person.*

JOANNA EATON, DORINDA MERRITT AND EMMY SLOAN TESTIMONY IN SUPPORT OF FUNDING CARES ADD PACKAGE.

There being no further public testimony, the hearing was adjourned at 11:45 a.m.

Wednesday, June 1, 1994 - 1:30 PM
Multnomah County Courthouse, Room 602

BUDGET WORK SESSION

WS-3 Board and Staff Discussion and Review of the 1994-95 MULTNOMAH COUNTY SHERIFF'S OFFICE Budget.

SHERIFF BOB SKIPPER, JOHN BUNNELL, RANDY AMUNDSON, BILL FARVER AND GARY BLACKMER PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. STAFF TO RESPOND TO FOLLOW UP INFORMATION REQUESTS.

Wednesday, June 1, 1994 - 7:00 PM
Gresham City Hall Council Chambers
1333 NW Eastman Parkway, Gresham

BUDGET PUBLIC HEARING

Chair Beverly Stein convened the hearing at 7:13 p.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan saltzman present.

PH-5 PUBLIC HEARING and Testimony on the 1994-95 Proposed Budget. Testimony Limited to 3 Minutes Per Person.

TED HOCKADAY, GUSSIE McROBERT, BERNIE GIUSTO, JACK PESSIA, RICHARD SCHWARZ, MARGARET BAX, KATHY MINDEN, RON PENNINGTON, RANDY NICHOLSON, BARBARA ADKINS, DEBBIE PORTER, GISELLE HEADLEY-MARCOFF, CRISTINA GERMAIN, ARDEN BALLOU, CARMEN MIRZANDA, SUSIE SILVA-STROMMER, PATTI SWANSON AND LOIS BALZER TESTIMONY IN SUPPORT OR VARIOUS BUDGET ISSUES.

There being no further public testimony, the hearing was adjourned at 8:10 p.m.

Thursday, June 2, 1994 - 9:30 AM
Multnomah County Courthouse, Room 602

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:35 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan saltzman present.

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY,
SECONDED BY COMMISSIONER HANSEN, THE
CONSENT CALENDAR (ITEMS C-1 THROUGH C-16)
WAS UNANIMOUSLY APPROVED.**

COMMUNITY AND FAMILY SERVICES DIVISION

- C-1 *Ratification of Amendment No. 2 to Intergovernmental Revenue Agreement, Contract #103354, between Multnomah County Community and Family Services Division, Community Action Program and the City of Portland to Add \$26,460 for Alcohol/Drug Free Transitional Housing for Homeless People, Effective Upon Execution through June 30, 1994*
- C-2 *Ratification of an Intergovernmental Revenue Agreement, Contract #105074, between Multnomah County Community and Family Services Division, Alcohol and Drug Program Office and the Children's Services Division to Increase County Revenue by \$99,190 to Establish a Multi-Agency Family Support Team Project for Alcohol and Drug Services for Clients and their Children, Effective May 1, 1994 through June 30, 1995*

DEPARTMENT OF HEALTH

- C-3 *Ratification of an Intergovernmental Revenue Agreement, Contract #200035, between Children's Services Division and Multnomah County to Provide Community Health Services as a Member of the Multi-Agency Family Support Team.*
- C-4 *Ratification of an Intergovernmental Revenue Agreement, Contract #200045, between the City of Fairview and Multnomah County Health Department to Provide Services of Nuisance Enforcement Officer, Effective July 1, 1994 through June 30, 1995*
- C-5 *Ratification of an Intergovernmental Revenue Agreement, Contract #200055, between the City of Troutdale and Multnomah County Health Department to Provide Services of Nuisance Enforcement Officer, Effective July 1, 1994 through June 30, 1995*
- C-6 *Ratification of an Intergovernmental Agreement, Contract #202384, between Multnomah County Health Department and Child Development & Rehabilitation Center at the Oregon Health Sciences University to Provide Specialized Pediatric Care to CareOregon Clients with Reimbursement on a Fee-For-Service Basis, Effective Upon Execution through Annual Renewal*
- C-7 *Ratification of an Intergovernmental Revenue Agreement, Contract #202394, between the City of Portland and Multnomah County Health Department to*

Provide Assistance and Guidance in the Completion of an Exposure Control Plan, Effective January 1, 1994 through December 31, 1994

- C-8 *Ratification of an Intergovernmental Agreement, Contract #202424, between Multnomah County Health Department and Oregon Health Sciences University to Provide Certain Hospital and Alternatives to Hospital Services to CareOregon Clients with Reimbursement on a Per Person, Per Month Basis, Effective Upon Execution through a 3 Year Annual Renewal*

JUVENILE JUSTICE DIVISION

- C-9 *Ratification of Amendment No. 1 to Intergovernmental Revenue Agreement, Contract #100744, between Multnomah County Juvenile Justice Division and the Children's Services Division to Extend the Downsizing Agreement with the State CSD Office, Effective July 1, 1993 through June 30, 1995*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-10 *RESOLUTION in the Matter of the Approval of the Agreement to Defer Right to Pursue Default on County Land Sale Contract #15522*

RESOLUTION 94-96.

- C-11 *ORDER in the Matter of the Execution of Deed D941006 Upon Complete Performance of a Contract to: BRUCE J. CAMPBELL and SUSAN K. CAMPBELL, Husband & Wife; and RICHARD C. OBERG and VIVIAN S. OBERG, Husband & Wife*

ORDER 94-97.

- C-12 *ORDER in the Matter of the Execution of Deed D941010 Upon Complete Performance of a Contract to: WILLIAM NICHOLAS WERNER*

ORDER 94-98.

- C-13 *ORDER in the Matter of the Execution of Deed D941011 Upon Complete Performance of a Contract to: GARY L. MARTIN and GINA M. MARTIN*

ORDER 94-99.

- C-14 *Ratification of an Intergovernmental Agreement, Contract #301744, between Multnomah County Transportation Division and the Oregon Department of Transportation to Improve the Intersection and Install a New Traffic Signal at SE Stark Street and 174th Avenue, Effective Upon Execution through Completion*

NON-DEPARTMENTAL

- C-15 *Ratification of an Intergovernmental Agreement, Contract #500474, between Metropolitan Service District (METRO) and Multnomah County Relating to the Voluntary Dues Assessment of \$22,971.89 for FY 1993-94, Effective Upon Execution through June 30, 1994*

SHERIFF'S OFFICE

- C-16 *Ratification of an Intergovernmental Agreement, Contract #800744, between Multnomah County Sheriff's Office and the City of Portland to Administer the Duties of "Manager" as Stated in Multnomah County Ordinance No. 647, Governing Operation of Certain Secondhand Stores*

REGULAR AGENDA

NON-DEPARTMENTAL

- R-1 *RESOLUTION in the Matter of Amending Resolution 92-221 (Prohibiting Funding of Travel to States or Localities That Have Constitutional or Charter Provisions That Deny Civil Rights to Persons Based on Their Sexual Orientation)*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-1. MARIA ROJO de STEFFEY PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. CHRIS JOHNSON AND JIM CLAY TESTIMONY SUPPORTING THIS RESOLUTION AND THANK THE BOARD FOR SUPPORTING THIS ITEM. RESOLUTION 94-100 WAS UNANIMOUSLY APPROVED.

- R-2 *Budget Modification NOND #15 Requesting Authorization to Transfer \$2,500 from Personal Services Salary Savings to Capital Outlay to Purchase a Laser Printer*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-2. DAVE WARREN PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BUDGET MODIFICATION WAS UNANIMOUSLY APPROVED.

- R-3 *Budget Modification NOND #16 Requesting Authorization to Increase the Federal Emergency Management Assistance Funding by \$1,000 to Reflect Actual Revenue Funds Allocated by Oregon Emergency Management*

COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-3. BUDGET MODIFICATION WAS UNANIMOUSLY APPROVED.

EMPLOYEE SERVICES

- R-4 *Second Reading and Possible Adoption of an ORDINANCE Amending ORDINANCE No. 767, in Order to Add, Delete and Revise Exempt Pay Ranges*

PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF THE SECOND READING. CURTIS SMITH PRESENTED EXPLANATION. ORDINANCE NO. 788 WAS UNANIMOUSLY APPROVED.

COMMUNITY AND FAMILY SERVICES DIVISION

- R-5 *RESOLUTION in the Matter of Supporting the Housing Authority of Portland's Position on Proposed Federal Housing and Urban Development Budget*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-5. DENNY WEST PRESENTED EXPLANATION. RESOLUTION 94-101 WAS UNANIMOUSLY APPROVED.

PUBLIC CONTRACT REVIEW BOARD

(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)

- R-6 *ORDER in the Matter of Exempting from Public Bidding a Contract with Software AG for the Provision of Software and Maintenance*

COMMISSIONER HANSEN MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-6. TOM FRONK PRESENTED EXPLANATION. ORDER 94-102 WAS UNANIMOUSLY APPROVED.

- R-7 *ORDER in the Matter of Exempting for the Competitive Bid Process for Contracting with a Construction Manager/General Contractor (CM/GC) for the Central Library Renovation*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-7. JIM EMERSON PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. LARRY KRESSEL PROPOSED LANGUAGE CHANGE TO THE END OF THE SECOND PARAGRAPH TO ADD "BASED ON THE LETTER FROM GEORGE CRANDALL, MAY 10, 1994 AND THE STAFF REPORT OF LILLIE WALKER, MAY

20, 1994." UPON MOTION OF COMMISSIONER SALTZMAN SECONDED BY COMMISSIONER HANSEN, AMENDMENT WAS UNANIMOUSLY APPROVED. AMENDED RESOLUTION 94-103 WAS UNANIMOUSLY APPROVED.

(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)

DEPARTMENT OF HEALTH

R-8 *Second Reading and Possible Adoption of an ORDINANCE Adopting an Ambulance Service Plan for Multnomah County Pursuant to ORS 823.180*

PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF THE SECOND READING.

BILL COLLINS AND ASSISTANT COUNTY COUNSEL JACKQUIE WEBER PRESENTED OVERVIEW, DISCUSSION AND RESPONSE TO BOARD QUESTIONS.

TESTIMONY RECEIVED FROM IRENE STEINER, CYNTHIA FLOCK, TERRY MARSH, JUNITA KAUBLE, KNUTE EIE, DAVID SMALLWOOD, GARY McLEAN AND JOHN PRAGGASTIS.

(COLLIER AMENDMENT #1)

COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, CONSIDERATION AND APPROVAL OF THE FOLLOWING AMENDMENT TO THE MULTNOMAH COUNTY EMERGENCY MEDICAL SERVICES AMBULANCE SERVICE AREA PLAN:

(PAGE 32, ¶ 3)

ADD NEW ¶ 3 UNDER INITIAL ASSIGNMENT, TO READ: THE RFP SHALL REQUIRE DISCLOSURE OF ANY HISTORY OF CONVICTION OR PENDING CLAIMS REGARDING UNFAIR EMPLOYMENT PRACTICES, INVOLVEMENT WITH MEDICARE FRAUD, VIOLATIONS OF THE AMERICANS WITH DISABILITIES ACT, ANTITRUST ACTIVITIES, OR VIOLATIONS OF ANY OTHER FEDERAL, STATE, OR

LOCAL CIVIL OR CRIMINAL LAWS OR ADMINISTRATIVE RULES. THIS INFORMATION WILL BE CONSIDERED IN MAKING A DECISION REGARDING THE RECIPIENT OF THE CONTRACT.

(COLLIER AMENDMENT #2)

COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, CONSIDERATION AND APPROVAL OF THE FOLLOWING AMENDMENT TO THE MULTNOMAH COUNTY EMERGENCY MEDICAL SERVICES AMBULANCE SERVICE AREA PLAN:

(PAGE 33, BULLETS)

AMEND BULLET # 3 TO READ: MEETING WORKFORCE GOALS SUCH AS DIVERSITY AND OTHERS AS OUTLINED ON PAGE 30.

AND ADD BULLET # 8 TO READ: COMPLAINTS CONCERNING WORKFORCE ISSUES.

PUBLIC COMMENT

R-9 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

NONE.

NON-DEPARTMENTAL

R-10 *RESOLUTION in the Matter of Clarifying the Submission of the 1994-95 Budget to the Tax Supervising and Conservation Commission as Required by Law*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-10. DAVE WARREN PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. COMMISSIONER COLLIER AND COMMISSIONER KELLEY PRESENTED EXPLANATION WHY NOT SUPPORTING THE PROPOSED RESOLUTION.

RESOLUTION 94-104 APPROVED, WITH COMMISSIONERS HANSEN, SALTZMAN AND STEIN VOTING AYE, AND COMMISSIONERS KELLEY AND COLLIER VOTING NO.

R-11 *RESOLUTION in the Matter of Ordering Independent Market Appraisals of Properties Purchased and Sold by Multnomah County*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-11. COMMISSIONER SALTZMAN EXPLAINED THE PROPOSED RESOLUTION. F. WAYNE GEORGE PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. RESOLUTION 94-105 WAS UNANIMOUSLY APPROVED.

There being no further business, the meeting was adjourned at 12:05 p.m.

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



Carrie A. Parkerson

*Wednesday, June 1, 1994 - 2:00 PM
Multnomah County Courthouse, Room 602*

BUDGET WORK SESSION

WS-4 Board and Staff Discussion and Review of the 1994-95 JUVENILE JUSTICE DIVISION Budget.

HAL OGBURN, BILL MORRIS, DWAYNE McNANNY, LEE BLOCK AND BILL FOGARTY PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. STAFF TO RESPOND TO FOLLOW UP INFORMATION REQUESTS.



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
SUITE 1510, PORTLAND BUILDING
1120 S.W. FIFTH AVENUE
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN	• CHAIR	• 248-3308
DAN SALTZMAN	• DISTRICT 1	• 248-5220
GARY HANSEN	• DISTRICT 2	• 248-5219
TANYA COLLIER	• DISTRICT 3	• 248-5217
SHARRON KELLEY	• DISTRICT 4	• 248-5213
CLERK'S OFFICE	• 248-3277	• 248-5222

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS FOR THE WEEK OF

May 30, 1994 - June 3, 1994

- Monday, May 30, 1994 - MEMORIAL DAY - OFFICES CLOSED*
- Tuesday, May 31, 1994 - 9:00 AM - DLS Budget Work Session* Page 2
- Tuesday, May 31, 1994 - 11:30 AM - DLS Budget Hearing* Page 2
- Tuesday, May 31, 1994 - 1:30 PM - DLS/DES/DCC Budget Hearing* Page 2
- Tuesday, May 31, 1994 - 7:00 PM - Public Hearing/Midland Library* Page 2
- at the SHERIFF'S OFFICE AUDITORIUM*
12240 NE Glisan, Portland
- Wednesday, June 1, 1994 - 9:00 AM - Independent Agencies* Page 2
- & Other Govt. Support Budget Work Session*
- Wednesday, June 1, 1994 - 11:30 AM - Independent Agencies* Page 3
- & Other Govt. Support Budget Hearing*
- Wednesday, June 1, 1994 - 1:30 PM - MSCO Budget Work Session* Page 3
- Wednesday, June 1, 1994 - 7:00 PM - Budget Public Hearing* Page 3
- at GRESHAM CITY HALL COUNCIL CHAMBERS*
1333 NW Eastman Parkway, Gresham
- Thursday, June 2, 1994 - 9:30 AM - Regular Meeting* Page 3
- Thursday, June 2, 1994 - 2:00 PM - JJD Budget Work Session* Page 6

Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen by Paragon Cable subscribers at the following times:
Thursday, 6:00 PM, Channel 30 - East County only; Friday, 10:00 PM, Channel 30;
Saturday, 12:30 PM, Channel 30; Sunday, 1:00 PM, Channel 30

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

*Tuesday, May 31, 1994 - 9:00 AM
Multnomah County Courthouse, Room 602*

BUDGET WORK SESSION

WS-1 *Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 DEPARTMENT OF LIBRARY SERVICES Budget.*

*Tuesday, May 31, 1994 - 11:30 AM
Multnomah County Courthouse, Room 602*

BUDGET PUBLIC HEARING

PH-1 *PUBLIC HEARING on the 1994-95 DEPARTMENT OF LIBRARY SERVICES Budget. Testimony Limited to 3 Minutes Per Person.*

*Tuesday, May 31, 1994 - 1:30 PM
Multnomah County Courthouse, Room 602*

BUDGET PUBLIC HEARING

PH-2 *PUBLIC HEARING on the 1994-95 DEPARTMENT OF LIBRARY SERVICES, DEPARTMENT OF ENVIRONMENTAL SERVICES, AND DEPARTMENT OF COMMUNITY CORRECTIONS Budgets. Testimony Limited to 3 Minutes Per Person.*

*Tuesday, May 31, 1994 - 7:00 PM
Sheriff's Office Auditorium
12240 NE Glisan, Portland*

PUBLIC HEARING - MIDLAND LIBRARY

PH-3 *PUBLIC HEARING for the Purpose of Receiving Public Testimony on the Possible Relocation of the Midland Branch Library. Testimony Limited to 3 Minutes Per Person.*

*Wednesday, June 1, 1994 - 9:00 AM
Multnomah County Courthouse, Room 602*

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WS-2 *Citizen Budget Advisory Committee Recommendations, Board and Staff Discussion and Review of the 1994-95 INDEPENDENT AGENCIES & OTHER GENERAL GOVERNMENT SUPPORT (Citizens Involvement Committee, Tax Supervision*

Committee, Multnomah Commission on Children & Families, Metropolitan Arts Commission, Metropolitan Human Rights Commission, Accounting Entities, and Portland/Multnomah Commission on Aging) Budgets.

*Wednesday, June 1, 1994 - 11:30 AM
Multnomah County Courthouse, Room 602*

BUDGET PUBLIC HEARING

PH-4 *PUBLIC HEARING on the 1994-95 INDEPENDENT AGENCIES & OTHER GENERAL SERVICES (Citizens Involvement Committee, Tax Supervision Committee, Multnomah Commission on Children & Families, Metropolitan Arts Commission, Metropolitan Human Rights Commission, Accounting Entities, and Portland/Multnomah Commission on Aging) Budgets. Testimony Limited to 3 Minutes Per Person.*

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*Wednesday, June 1, 1994 - 7:00 PM
Gresham City Hall Council Chambers
1333 NW Eastman Parkway, Gresham*

BUDGET PUBLIC HEARING

PH-5 *PUBLIC HEARING and Testimony on the 1994-95 Proposed Budget. Testimony Limited to 3 Minutes Per Person.*

*Thursday, June 2, 1994 - 9:30 AM
Multnomah County Courthouse, Room 602*

REGULAR MEETING

CONSENT CALENDAR

COMMUNITY AND FAMILY SERVICES DIVISION

C-1 *Ratification of Amendment No. 2 to Intergovernmental Revenue Agreement, Contract #103354, between Multnomah County Community and Family Services Division,*

Community Action Program and the City of Portland to Add \$26,460 for Alcohol/Drug Free Transitional Housing for Homeless People, Effective Upon Execution through June 30, 1994

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DEPARTMENT OF HEALTH

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JUVENILE JUSTICE DIVISION

- C-9 *Ratification of Amendment No. 1 to Intergovernmental Revenue Agreement, Contract #100744, between Multnomah County Juvenile Justice Division and the Children's Services Division to Extend the Downsizing Agreement with the State CSD Office, Effective July 1, 1993 through June 30, 1995*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-10 *RESOLUTION in the Matter of the Approval of the Agreement to Defer Right to Pursue Default on County Land Sale Contract #15522*
- C-11 *ORDER in the Matter of the Execution of Deed D941006 Upon Complete Performance of a Contract to: BRUCE J. CAMPBELL and SUSAN K. CAMPBELL, Husband & Wife; and RICHARD C. OBERG and VIVIAN S. OBERG, Husband & Wife*
- C-12 *ORDER in the Matter of the Execution of Deed D941010 Upon Complete Performance of a Contract to: WILLIAM NICHOLAS WERNER*
- C-13 *ORDER in the Matter of the Execution of Deed D941011 Upon Complete Performance of a Contract to: GARY L. MARTIN and GINA M. MARTIN*
- C-14 *Ratification of an Intergovernmental Agreement, Contract #301744, between Multnomah County Transportation Division and the Oregon Department of Transportation to Improve the Intersection and Install a New Traffic Signal at SE Stark Street and 174th Avenue, Effective Upon Execution through Completion*

NON-DEPARTMENTAL

- C-15 *Ratification of an Intergovernmental Agreement, Contract #500474, between Metropolitan Service District (METRO) and Multnomah County Relating to the Voluntary Dues Assessment of \$22,971.89 for FY 1993-94, Effective Upon Execution through June 30, 1994*

SHERIFF'S OFFICE

- C-16 *Ratification of an Intergovernmental Agreement, Contract #800744, between Multnomah County Sheriff's Office and the City of Portland to Administer the Duties of "Manager" as Stated in Multnomah County Ordinance No. 647, Governing Operation of Certain Secondhand Stores*

REGULAR AGENDA

NON-DEPARTMENTAL

- R-1 *RESOLUTION in the Matter of Amending Resolution 92-221 (Prohibiting Funding of Travel to States or Localities That Have Constitutional or Charter Provisions That Deny Civil Rights to Persons Based on Their Sexual Orientation)*
- R-2 *Budget Modification NOND #15 Requesting Authorization to Transfer \$2,500 from Personal Services Salary Savings to Capital Outlay to Purchase a Laser Printer*
- R-3 *Budget Modification NOND #16 Requesting Authorization to Increase the Federal Emergency Management Assistance Funding by \$1,000 to Reflect Actual Revenue*

Funds Allocated by Oregon Emergency Management

EMPLOYEE SERVICES

- R-4 *Second Reading and Possible Adoption of an ORDINANCE Amending ORDINANCE No. 767, in Order to Add, Delete and Revise Exempt Pay Ranges*

COMMUNITY AND FAMILY SERVICES DIVISION

- R-5 *RESOLUTION in the Matter of Supporting the Housing Authority of Portland's Position on Proposed Federal Housing and Urban Development Budget*

PUBLIC CONTRACT REVIEW BOARD

(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)

- R-6 *ORDER in the Matter of Exempting from Public Bidding a Contract with Software AG for the Provision of Software and Maintenance*
- R-7 *ORDER in the Matter of Exempting for the Competitive Bid Process for Contracting with a Construction Manager/General Contractor (CM/GC) for the Central Library Renovation*

(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)

DEPARTMENT OF HEALTH

- R-8 *Second Reading and Possible Adoption of an ORDINANCE Adopting an Ambulance Service Plan for Multnomah County Pursuant to ORS 823.180*

PUBLIC COMMENT

- R-9 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

*Wednesday, June 1, 1994 - 2:00 PM
Multnomah County Courthouse, Room 602*

BUDGET WORK SESSION

- WS-4 *Board and Staff Discussion and Review of the 1994-95 JUVENILE JUSTICE DIVISION Budget.*

MULTNOMAH COUNTY BUDGET MEETING SCHEDULE

(May 25, 1994 Revision(+))

<i>Department of Library</i>		
<i>Services (DLS) Work Session</i>	<u>5/31/94</u>	<u>9:00-11:30 am - Board Room</u>
<i><u>DLS Public Testimony</u></i>	<u>5/31/94</u>	<u>11:30-12:00 pm - Board Room</u>
<i><u>*DLS/DES/DCC Public Testimony</u></i>	<u>5/31/94</u>	<u>1:30-4:30 pm - Board Room</u>
<i>Independent Agencies & Other</i>	<u>6/1/94</u>	<u>9:00-11:30 am - Board Room</u>
<i>Government Support Work Session</i>		
<i><u>Ind/Other Public Testimony</u></i>	<u>6/1/94</u>	<u>11:30-12:00 pm - Board Room</u>
<i>Multnomah County Sheriff's</i>		
<i>Office (MCSO) Work Session</i>	<u>6/1/94(+)</u>	<u>1:30-5:00 pm - Board Room</u>
<i><u>Public Hearing/Budget</u></i>	<u>6/1/94</u>	<u>7:00-9:00 pm - Council</u> <u>Chambers, Gresham City Hall,</u> <u>1333 NW Eastman Parkway,</u> <u>Gresham</u>
<i>Juvenile Justice Division</i>		
<i>(JJD) Work Session</i>	<u>6/2/94(+)</u>	<u>2:00-5:00 pm - Board Room</u>
<i>General Work Session</i>	<u>6/7/94</u>	<u>9:30-12:00 pm - Board Room</u>
<i><u>Public Hearing/Budget</u></i>	<u>6/7/94</u>	<u>7:00-9:00 pm - Board Room</u>
<i>General Work Session</i>	<u>6/8/94</u>	<u>9:30-12:00 pm - Board Room</u>
<i>General Work Session</i>	<u>6/14/94</u>	<u>9:30-12:00 pm - Board Room</u>
<i>General Work Session</i>	<u>6/15/94</u>	<u>9:30-12:00 pm - Board Room</u>
<i><u>Public Hearing/Adopt Budget</u></i>	<u>6/16/94</u>	<u>9:30-12:00 pm - Board Room</u>

(* Denotes Additional Public Testimony As Needed)

Board Room Address:

**Multnomah County Courthouse, Room 602
1021 SW Fourth Avenue, Portland, Oregon 97204**

**Contact the Office of the Board Clerk, 248-3277 or 248-5222
for Further Information**

Meeting Date: JUN 01 1994

Agenda No.: WS-3

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Budget Work Session

BOARD BRIEFING: Date Requested:
Amount of Time Needed:

REGULAR MEETING: Date Requested: 6/1/94
Amount of Time Needed: 9:00-11:00 AM & 1:30-5:00 PM

DEPARTMENT: Nondepartmental DIVISION: Chair's Office

CONTACT: Dave Warren TELEPHONE: X-3883
BLDG/ROOM: 106/1400

PERSON(S) MAKING PRESENTATION: _____

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

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

Board Work Session to Discuss Issues Important for Development of the 1994-95 Budget as Follows:

9:00-11:30 AM Independent Agencies & Other General Government Support

1:30-5:00 PM Multnomah County Sheriff's Office

BOARD OF
COUNTY COMMISSIONERS
1994 MAY 25 PM 2:55
MULTNOMAH COUNTY
OREGON

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein
OR
DEPARTMENT MANAGER: _____

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions? Call the Office of the Board Clerk at 248-3277 or 248-5222.

DRAFT

BEFORE THE BOARD OF COUNTY COMMISSIONERS FOR MULTNOMAH COUNTY OREGON

In the Matter of Reassessing the Role of)
the Sheriff's Office in Law Enforcement) RESOLUTION
and Establishing its Future Mission)

WHEREAS, effective July 1, 1994, Multnomah County will have fulfilled the intent of Resolution A, adopted March 15, 1983, to proportionately reduce the provision of "urban level" of "municipal police service" to those persons living within Multnomah County's urban growth boundary; and

WHEREAS, the opportunities created by annexations provide an opportunity for the Board and the Sheriff to rethink its continuing role in providing law enforcement services; and

WHEREAS, on and after July 1, 1994, all citizens of Multnomah County have a continuing need for law enforcement services provided by the sheriff (e.g. river patrol, PUC/HZMAT, civil process), that complement traditional "municipal police service" provided by cities; and

WHEREAS, the Multnomah County Home Rule Charter provides that "the people of Multnomah County" shall elect a county sheriff for the function of said office as prescribed by state law"; and

WHEREAS, ORS 206.210 grants to the county sheriff the authority to organize the work of the office of the sheriff; and

WHEREAS, the Sheriff's office has an experienced, well educated workforce dedicated to and experienced in community policing and public safety and these experienced officers can enhance the public safety needs of city and county residents; and

WHEREAS, that as of July 1, 1994, the City of Portland has agreed to assume the following functions:

- + patrol in mid-county, including the unincorporated pockets within incorporated areas
- + linking neighborhood liaison officers with the ^{County's} ~~counties~~ Family Centers and juvenile diversion effort within the City of Portland
- + DARE within Portland school district

THEREFORE, BE IT RESOLVED, that the Multnomah County Board of Commissioners supports the Sheriff continuing to provide the citizens of Multnomah County law enforcement functions prescribed by state law, including, but not limited to:

efficient and effective accredited jail system
rural patrol and detectives
services to the Northeast cities
safety action team partnerships in Brentwood-Darlington,
Columbia Villa, and David Douglas *& Unincorp. Areas*
family safety education and juvenile diversion in east county
DARE education in unincorporated areas and schools not covered
by a police jurisdiction *providing that service*
drug enforcement
river patrol
PUC/HAZMAT
civil process
concealed weapons, alarm ordinance, metro contract
prisoner guarding and transport

MSD

THEREFORE, BE IT FURTHER RESOLVED, that the Board of County Commissioners will reduce the number of sworn officers in the Sheriff's office and supports reductions in the following:

- + patrol officers, detectives, and support personnel associated with the patrol of annexed areas in unincorporated mid-county
- + officers associated with specialized drug enforcement
- + officers associated with DARE within Portland school district
- + officers and non-sworn staff associated with reduced administrative and support needs

The budget actions associated with these transfers are described in Attachment A and incorporated by reference herein. Agreements between the City of Portland and Multnomah County on law enforcement issues are described in Attachment B and incorporated by reference herein.

BE IT FURTHER RESOLVED, that during the 1994-5 fiscal year, the Board of County Commissioners and Sheriff will commission an independent operational analysis of the Multnomah County Sheriff's office through the County Auditor's office. The plan for the organizational analysis is described in Attachment C, which is incorporated by reference.

BE IT FURTHER RESOLVED, that during the 1994-5 fiscal year, the Board will work with the Public Safety Council to:

- + develop a process and/or formula that jurisdictions can use for reviewing and reallocating current and future allocations of resources to the public safety system from a county wide perspective

- + develop a plan to coordinate public safety services to enhance school safety, incorporating the experience from DARE, GREAT, School Resource Officers, and juvenile diversion

APPROVED this _____ day of _____, 1994.

MULTNOMAH COUNTY, OREGON

By _____

REVIEWED:

LAURENCE KRESSEL, COUNTY COUNSEL
for MULTNOMAH COUNTY, OREGON

By _____

DRAFT

ATTACHMENT B

AGREEMENT BETWEEN CITY OF PORTLAND AND MULTNOMAH COUNTY ON LAW ENFORCEMENT ISSUES

DARE

The City will assume responsibility for DARE in the Portland school districts during 1994-5. The Sheriff will continue to provide DARE in the following school districts within Portland city limits during 1994-5:

Parkrose
David Douglas

The City of Portland will make DARE available to all schools within the Portland city limits that request it by 1995-6. In addition, the City of Portland will assume responsibility for DARE in school districts within the City of Portland when the City's staffing and training permit it.

The City and County will jointly develop a school safety plan in conjunction with the Public Safety Council that addresses issues of school safety and conflict resolution in a comprehensive manner.

SAFETY ACTION TEAMS/OPERATION TARGET

The City will continue to use the community partnership framework being developed in Brentwood-Darlington to continue the existing community policing partnerships with the County.

The City will use the community partnership approach to serve communities which have high incidents of crime. These partnerships will involve the assignment of teams of officers to specific neighborhoods to help empower those neighborhoods to protect themselves through block watches, phone trees, and other crime prevention techniques.

The City will target five to ten neighborhoods a year with this intensive service. The partnerships will be evaluated regularly to determine its effectiveness and ongoing level of staffing. Officers will stay as long as it takes to address problems identified by the community. The officers will work closely with the Office of Neighborhood Associations and crime prevention officials to prevent reoccurring patterns of criminal behavior.

The Chair and Mayor will direct and be responsible for closer cooperation between these community partnerships and the county's social service efforts.

SERVICES ASSUMED BY PORTLAND

The City will assume patrol in the newly annexed mid-county area and pockets of unannexed territory in mid-county. The City standard for level of patrol is 2 officers per 1000 citizens.

DRAFT

JUVENILE DIVERSION/FAMILY CENTER LIAISON

The City will assign neighborhood liaison officers to work with the County's juvenile diversion program and Family Centers in the five service districts within the City of Portland. Those officers will be available to assist, as appropriate, in increasing the effectiveness of these preventive efforts.

The Sheriff and city law enforcement agencies will provide liaison officers to work with the diversion program and Family Centers in the East County service district.

DUII

The City will expand its Traffic/DUII unit from 14 to 16 by assigning two additional officers to the newly annexed areas. The City will provide training in DUII enforcement to patrol officers within the City of Portland and in the Sheriff's patrol.

EDUCATIONAL QUALIFICATIONS OF OFFICERS

The City will begin to require a college degree for new recruits entering the Bureau, effective 1995-6. The City will continue to offer to pay for college level courses for officers as specified in the union contract. The City will also begin to require officers desiring promotions to have a college degree.

EVALUATION AND ONGOING COMMUNICATION

The City and County will develop evaluation standards consistent with the agreed upon Portland Multnomah benchmarks and a monitoring process to evaluate our efforts in DARE/GREAT, juvenile diversion and family center liaison work, and community policing. The consultants who are developing measures for community policing will meet with members of the County Commission for their input. The Chief will brief the Board periodically on the process of transferring deputies and integrating functions and on how the Portland police are meeting the Portland Multnomah benchmarks.

05/31/94

REDUCTIONS TO SHERIFF'S BUDGET
FY 1994-95

DRAFT

	BUDGET REQUEST			CHAIR PROPOSED BUDGET			CHAIR 5/31			REMAINING 5/31		
	Budgeted Dollars	Budget FTE (Sworn)	Budget FTE (Other)	Reductions Dollars	Reductions (Sworn FTE)	Reductions (Other FTE)	Chair Dollars	FTE (Sworn)	FTE (Other)	Remaining Dollars	Remain FTE (Sworn)	Remain FTE (Other)
Executive Office	708,196	3.00	2.00							708,196	3.00	2.00
Inspections	242,774	2.00	1.00							242,774	2.00	1.00
Enforcement Admin	1,797,002	1.00								1,797,002	1.00	0.00
Uniform Admin	281,256	2.00	2.00	103,551	1.00					281,256	2.00	2.00
Civil Admin	94,893	1.00					94,893	1.00		0	0.00	0.00
Community Pol Admin	105,599	1.00								105,599	1.00	0.00
Comm Safety Education	140,088	1.50	1.00	(395,563)	-6.00					140,088	1.50	1.00
Columbia Villa SAT	312,844	3.12	0.89							312,844	3.12	0.89
Brentwood/Darlington SAT	81,126	1.00								81,126	1.00	0.00
David Douglas SAT	281,449	3.00	1.00							281,449	3.00	1.00
PAL	0	0.00								0	0.00	0.00
Maywood Park SAT	0	0.00								0	0.00	0.00
Wood Village SAT	0	0.00								0	0.00	0.00
DARE	252,857	3.00		214,413	3.00		70,631	1.00		182,226	2.00	0.00
SIU	1,386,757	11.00	1.00	924,495	9.00	1.00	419,632	5.00		967,125	6.00	1.00
ROCN (Included in SIU)										0	0.00	0.00
Detectives	1,058,004	11.00		556,900	6.00		470,766	5.00		587,238	6.00	0.00
MDT (Included in Detectives)										0	0.00	0.00
DA Support (Included in Detectives)										0	0.00	0.00
Intelligence	83,434	1.00					83,434	1.00		0	0.00	0.00
Metro Contract	356,049	3.00	1.00							356,049	3.00	1.00
Patrol	3,055,029	36.83		1,600,726	20.50		729,702	10.00		2,325,327	26.83	0.00
DUII (Included in Patrol)										0	0.00	0.00
River Patrol	803,079	9.50								803,079	9.50	0.00
PUC/HazMat	339,104	4.00								339,104	4.00	0.00
Concealed Weapons	272,136	1.00	2.00							272,136	1.00	2.00
Alarm Ordinance	600,000		5.50							600,000	0.00	5.50
Civil Process	828,934		18.00							828,934	0.00	18.00
Enforcement Records	607,478		15.00	191,571	0.00	4.68	191,571		4.68	415,907	0.00	10.32
<i>Executive/Enforcement</i>	13,688,088	98.95	50.39	3,196,093	33.50	5.68	2,060,629	23.00	4.68	11,627,459	75.95	45.71
Services Admin	434,263	1.00	1.00							434,263	1.00	1.00
Training	246,903	1.00	2.00							246,903	1.00	2.00
Corrections Admin	979,328	1.00	9.20							979,328	1.00	9.20
Supp Admin	101,791	1.00								101,791	1.00	0.00
Facility Security	1,290,124	1.00	31.00							1,290,124	1.00	31.00
Court Guards	1,822,953	27.00		0	12.50	-12.50				1,822,953	27.00	0.00
Transport	1,209,029	16.00								1,209,029	16.00	0.00
Equipment	428,552	1.00	8.00							428,552	1.00	8.00
<i>Services/Corrections</i>	6,512,943	49.00	51.20	0	12.50	-12.50	0	0.00	0.00	6,512,943	49.00	51.20
	20,201,031	147.95	101.59	3,196,093	46.00	-6.82	2,060,629	23.00	4.68	18,140,402	124.95	96.91

DRAFT

INDEPENDENT OPERATIONAL ANALYSIS OF THE MULTNOMAH COUNTY SHERIFF'S OFFICE

May 26, 1994

Attachment C

The Multnomah Board of County Commissioners and Multnomah County Sheriff Bob Skipper will commission an independent operational analysis of the Multnomah County Sheriff's Office, to be performed under contract by a recognized national-level organization experienced in management analysis of law enforcement agencies.

The contract will be under the supervision of the Multnomah County Auditor who will be responsible for defining the scope of the analysis, identifying the audit objectives, and developing and awarding the Request for Proposal. Cost of the audit will be borne by the Board of County Commissioners through a contingency appropriation.

The analysis will be undertaken within the context of the Multnomah County Sheriff's law enforcement roles as it relates to the use of deputy sheriff positions within the law enforcement mission as delineated in the Fiscal Year 1994-95 budget. The analysis will be used to determine the appropriate level of resources necessary to fulfill those roles.

Issues to be covered by the analysis:

- * Identify current law enforcement climate
- * Assess organization structure and resource deployment
- * Analyze needed staffing levels
- * Assess management practices
- * Analyze police service demand and workload
- * Examine human resources management
- * Evaluate information management and communication
- * Assess budget process
- * Contract cost recovery-are costs being fully recovered

In all areas of analysis impacting other jurisdictions, the organization doing the analysis will consult extensively with stakeholders. The results of the analysis will be reported by December 1, 1994 to the Chair, County Board and Sheriff to assist in their further deliberations.



Multnomah County Sheriff's Office

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

Budget Work Session
6-1-94
WS-3
BOB SKIPPER
SHERIFF

(503) 255-3600

MEMORANDUM

TO: BEVERLY STEIN, COUNTY CHAIR

cc: TANYA COLLIER, COUNTY COMMISSIONER
SHARRON KELLEY, COUNTY COMMISSIONER
GARY HANSEN, COUNTY COMMISSIONER
DAN SALZTMAN, COUNTY COMMISSIONER
GARY BLACKMER, COUNTY AUDITOR

FROM: BOB SKIPPER, SHERIFF 

DATE: June 1, 1994

SUBJECT: Proposed Resolution: "In the Matter of Reassessing the Role of the Sheriff's Department in Law Enforcement and Establishing its Future Mission"

I have reviewed a proposed resolution entitled, *In the Matter of Reassessing the Role of the Sheriff's Department in Law Enforcement and Establishing its Future Mission* and offer the following comments. The proposed resolution appears to be a response to a draft resolution my office prepared for the Board on April 27, entitled, *In The Matter of Supporting the Sheriff's Provision of Law Enforcement Services that Complement Municipal Police Services Provided by Cities*. At first glance, your resolution appears to build upon my proposed language. But your resolution goes much farther in announcing substantive changes in County policy regarding the Board's relationship with the elected Sheriff's office.

The first hint of policy change is reflected in the title of each resolution. Whereas my resolution was captioned to reflect Board support of the Sheriff's Office, your resolution indicates the focus is upon "reassessing the role of the Sheriff's Department," ostensibly to "establish its future mission." [Please note, the elected Sheriff, like the elected Chair, maintains an "Office," not a county "Department."]

The first paragraph accurately recites language from my proposed resolution. I have no objection to paragraph 1. Paragraph 2 is new language that is generally accurate. However, I assume that the Sheriff, as the person the citizens elected to provide law enforcement services, is considered as part of the "County" that is bent on "rethinking" its role in providing law enforcement services. To that end, I suggest replacing "County" with "the Board and the Sheriff."

MCSO Resolution
June 1, 1994
Page 2

Paragraph 3 recites language from my proposed resolution except that you have chosen to define in a parenthetical statement the scope of law enforcement services provided by the Sheriff to the citizens of Multnomah County. The Sheriff's Office provides much more to county citizens than river patrol, PUC/HAZMAT, and civil process. I object to this attempt to define the scope of services my office provides and request the gratuitous comment be removed.

Paragraph 4 refers to the "County" supplying "a number of law enforcement services to the Northeast cities that those cities depend on for their public safety." The odd reference to "Northeast cities" is confusing. What cities and what services are meant here? Is Portland a "Northeast city?" Wood Village? Gresham? Troutdale? Fairview? Maywood Park? This paragraph raises more questions than it answers. It should be dropped for clarity or else clarified as to what is meant.

Paragraphs 5 and 6 are accurate statements of the law as provided by the county charter and state statutes regarding the Sheriff's function and authority over his office. These paragraphs should remain unchanged and should guide the Board's policy considerations.

Paragraph 7 appropriately acknowledges the skilled, experienced and educated work force in the Sheriff's Office. I have no objection to paragraph 7.

Paragraph 8, the first "resolution," appears to be attempt by the Board to limit the functions of the Sheriff's Office to an exclusive list of services determined by the Board. As your proposed resolution noted earlier, ORS 206.210 grants to the Sheriff the authority to organize the work of his office. Nevertheless, this resolution appears to organize by resolution the work of the Sheriff's Office — something which the Board cannot do by ordinance.

I recommend paragraph 8 be modified as follows:

THEREFORE, BE IT RESOLVED, that the Multnomah County Board of County Commissioners supports the Sheriff continuing to provide to the citizens of Multnomah County those law enforcement services as prescribed by state law, including, but not limited to:

efficient and effective accredited jail system ...[etc]

This change in paragraph 8 will have the dual effect of educating the public as to the full scope of services the Sheriff may provide, while avoiding a situation in which the Board may be unlawfully organizing the work of the Sheriff's Office.

Paragraph 9, in which the Board resolves to reduce the number of sworn officers in particular operational areas of the Sheriff's Office continues the Board's attempt to organize the work of the Sheriff's Office. The Office of County Counsel has developed a lengthy

MCSO Resolution

June 1, 1994

Page 3

body of opinions over the past several years regarding the relationship between the Board's budget authority and the Sheriff's organizational control of the Sheriff's Office. I do not believe the Board can dictate specific cuts in the Sheriff's Office operations. Paragraph 9 serves no useful purpose and as written may unlawfully interfere with my authority to organize the work of the Sheriff's Office. Paragraph 9 should be dropped.

Paragraph 10 merely announces the fact that the City of Portland has agreed to assume certain functions in recently incorporated areas of Multnomah County. It is not clear why or how an announcement of what a city in the county is doing is a proper subject for a document announcing Board of County Commissioners' policy. Paragraph 10, like paragraph 9 before it, serves no useful purpose in this resolution and should be stricken.

Paragraph 11, addresses the proposed operational analysis of the Sheriff's Office. I recommend paragraph 11 be modified to read, *"the Board of County Commissioners and the Sheriff shall jointly request the County Auditor to conduct an operational analysis of the Sheriff's Office according to generally accepted government auditing standards. The scope of the operational analysis shall be as set forth in Attachment C."*

Attachment C originally provided for an independent, private firm to conduct the operational analysis. However, we have agreed that the County Auditor shall conduct the audit, limited to those issues identified in Attachment C.

Finally, in paragraph 12 the Board resolves to "work with the Public Safety Council" regarding a wide array of public safety issues. To the extent the discussions by and between the Public Safety Council and my office address the future operational mission of the Sheriff's Office, my office will not participate. Simply stated, the Public Safety Council will not determine the scope of services provided by the Sheriff's Office to the citizens of Multnomah County. Should the Board elect to send a representative from the "County," please ensure such a representative is a representative of the Board, and not the Sheriff's Office.

In summary, your proposed resolution provides sweeping policy changes regarding the present and future operation of the Sheriff's Office. As I have indicated above, some of the policy announcements proposed in this resolution may infringe on my legal authority to organize the work of the Sheriff's Office to carry out the function of this office as prescribed by state law and the county charter. Hopefully, my recommended language changes will result in a resolution that accurately reflects not only the policy of the Board and the Sheriff, but also the desires of county citizens who elected us to serve them.



Multnomah County Sheriff's Office

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

BOB SKIPPER
SHERIFF

(503) 255-3600

INDEPENDENT OPERATIONAL ANALYSIS OF THE MULTNOMAH COUNTY SHERIFF'S OFFICE

The Multnomah Board of County Commissioners and Multnomah County Sheriff Bob Skipper will commission an independent operational analysis of the Multnomah County Sheriff's Office, to be performed under contract by a recognized national-level organization experienced in management analysis of law enforcement agencies.

The contract will be under the supervision of the Multnomah County Auditor who will be responsible for defining the scope of the analysis, identifying the audit objectives, and developing and awarding the Request for Proposal. Cost of the audit will be borne by the Board of County Commissioners through a contingency appropriation.

The analysis will be undertaken within the context of the Multnomah County Sheriff's law enforcement roles as it relates to the use of deputy sheriff positions within the law enforcement mission as delineated in the Fiscal Year 1994-95 budget. The analysis will be used to determine the appropriate level of resources necessary to fulfill those roles.

Issues to be covered by the analysis:

- Identify current law enforcement climate.
- Assess organization structure and resource deployment.
- Analyze needed staffing levels.
- Assess management practices.
- Analyze police service demand and workload.
- Examine human resources management.
- Evaluate information management and communication.
- Assess budget process.
- Contract cost recovery - are costs being fully recovered?

Bob Skipper

C

BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF MULTNOMAH COUNTY, OREGON

In The Matter of Supporting)
the Sheriff's Provision of) RESOLUTION 94-
Law Enforcement Services to)
Citizens of Multnomah County)

WHEREAS, effective July 1, 1994, Multnomah County will have fulfilled the intent of Resolution A, adopted March 15, 1983, to proportionally reduce the provision of "urban level" of "municipal police service" to those persons living within Multnomah County's urban growth boundary; and

WHEREAS, the opportunities created by annexations provide an opportunity for the Board of County Commissioners and the Sheriff to rethink the County's continuing role in providing law enforcement services; and

WHEREAS, on and after July 1, 1994, all citizens of Multnomah County have a continuing need for law enforcement services provided by the Sheriff, that complement traditional "municipal police service" provided by cities; and

WHEREAS, the Multnomah County Home Rule Charter provides that "the people of Multnomah County shall elect a county sheriff for the function of said office as prescribed by state law"; and

WHEREAS, ORS 206.210 grants to the county sheriff the authority to organize the work of the office of the sheriff; and

WHEREAS, the Sheriff's Office has an experienced, well educated work force dedicated to and experienced in community policing and public safety and these experienced officers can enhance the public safety needs of all citizens in the county; and

THEREFORE, BE IT RESOLVED, that the Multnomah County Board of County Commissioners supports the Sheriff continuing to provide to the citizens of Multnomah County those law enforcement services as prescribed by state law, including, but not limited to:

- efficient and effective accredited jail system
- patrol and detectives
- services to cities in the county
- safety action teams
- family safety education and juvenile diversion
- DARE education
- drug enforcement
- river patrol

- PUC/HAZMAT
- civil process
- concealed weapons
- alarm ordinance
- intergovernmental agreements to provide law enforcement
- guarding and transport of prisoners

BE IT FURTHER RESOLVED, that during the 1994-95 fiscal year, the Board of County Commissioners and the Sheriff shall jointly request the County Auditor to conduct an operational analysis of the Sheriff's Office according to generally accepted government auditing standards. The scope of the operational analysis shall be as set forth in Attachment A.

BE IT FURTHER RESOLVED that the Board of County Commissioners remains committed to work with and support the elected county Sheriff to provide to all citizens of Multnomah County ~~law enforcement~~ ^{Public Safety} services that complement and enhance traditional municipal police service currently provided by cities in the county.

APPROVED this _____ day of _____, 1994

MULTNOMAH COUNTY, OREGON

By _____
Bob Skipper
Sheriff

By _____
Beverly Stein
Multnomah County Chair

By _____
Tanya Collier
County Commissioner

By _____
Sharron Kelley
County Commissioner

By _____
Gary Hansen
County Commissioner

By _____
Dan Saltzman
County Commissioner

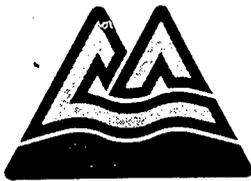
REVIEWED:
LAWRENCE KRESSEL, COUNTY COUNSEL
for MULTNOMAH COUNTY, OREGON

By _____

SHERIFF'S 1994-95 BUDGET AGREEMENT

1. Sheriff's proposal marked May 31, 1994, plus additional cuts as agreed to as follows:
 - a. Two Deputy positions from the D.A.R.E. program, leaving two positions in D.A.R.E.
 - b. One position from the FBI Task Force, leaving 5 positions in Special Investigations Unit and 1 position in ROCN.
2. It is acknowledged that the Lieutenant position in the SEDE Fund is cut and will fill an existing vacancy in the general fund, but does not impact the general fund reduction as it pertains to personnel transfers. Therefore, the actual transfer of deputies to the City of Portland will be 22 and will be 4 Sergeants and 18 Deputies as per the agreed formula.
3. Court Guards shall remain Deputy Sheriff positions.
4. Adopt a resolution, signed by all five commissioners which acknowledges the future role of the Sheriff's Office.
5. An operational analysis to be coordinated through the County Auditor's Office as per Commissioner Dan Saltzman's proposal.
6. A post budget analysis of motor pool, material & services and capital to determine the impact of deputy transfers on these budget categories. The analysis will be made by a joint team of analysts from the Sheriff's Office and the County Budget Office.
7. An examination of the appropriate number of non-sworn personnel reductions to be made in the Law Enforcement Records Unit in order to maintain a 24 hour per day operation and perform the functions necessary for the maintenance of the activity.

	FTE's Per Budget				FTE's Per May 31, 1994 Proposal				FTE's Per Stein Proposal							
	Cmd	Dep.	Sgt.	Total	Cmd	Dep.	Sgt.	Total	Cmd	Dep.	Sgt.	Total				
Executive*	2	0	1	3	2	0	1	3	2	0	1	3				
Inspections	1	0	1	2	1	0	1	2	1	0	1	2				
Ent. Admin	1	0	0	1	1	0	0	1	1	0	0	1				
Unif. Admin	2	0	0	2	2	0	0	2	2	0	0	2				
Civil Admin	1	0	0	1	0	0	0	0	0	0	0	0				
Comm. Pol.	1	0	0	1	1	0	0	1	1	0	0	1				
Comm. Ed.	0	1.5	0	1.5	0	1.5	0	1.5	0	1.5	0	1.5				
Col. Villa	0	2.67	0.45	3.12	0	2.67	0.45	3.12	0	2.67	0.45	3.12				
Brent/Dar.	0	1	0	1	0	1	0	1	0	1	0	1				
David Doug.	0	2	1	3	0	1	1	2	0	1	1	2				
PAL	0	0	0	0	0	0	0	0	0	0	0	0				
Maywd. Pk.	0	0	0	0	0	0	0	0	0	0	0	0				
Wood Vill.	0	0	0	0	0	0	0	0	0	0	0	0				
DARE	0	3	0	3	0	4	0	4	0	2	0	2				
Family Svc. Ctrs	0	0	0	0	0	1	0	1	0	1	0	1				
SIU	1	7	3	11	0	4	1	5	0	4	1	5				
ROCN	0	0	0	0	0	0	1	1	0	0	1	1				
FBI Task Force	0	0	0	0	0	1	0	1	0	0	0	0				
Detectives	0	7	4	11	0	2	2	4	0	2	2	4				
MDT	0	0	0	0	0	1	1	2	0	1	1	2				
Intell.	0	0	1	1	0	0	0	0	0	0	0	0				
Metro	0	2	1	3	0	2	1	3	0	2	1	3				
Patrol	0	31.8	5	36.8	0	13.3	4	17.3	0	13.3	4	17.3				
Add Back West Side	0	0	0	0	0	5.5	0	5.5	0	6	0	6				
DUII	0	0	0	0	0	3	0	3	0	3	0	3				
River Patrol	0	8.5	1	9.5	0	8.5	1	9.5	0	8.5	1	9.5				
Enhanced River Pat.	0	0	0	0	0	1.5	0	1.5	0	1.5	0	1.5				
PUC/Haz	0	3	1	4	0	3	1	4	0	3	1	4				
Con. Weap.	0	1	0	1	0	1	0	1	0	1	0	1				
Serv. Admin.	1	0	0	1	1	0	0	1	1	0	0	1				
Training	0	0	1	1	0	0	1	1	0	0	1	1				
Corr. Admin.	1	0	0	1	1	0	0	1	1	0	0	1				
Supp. Admin.	1	0	0	1	1	0	0	1	1	0	0	1				
Fac. Sec.	0	0	1	1	0	0	1	1	0	0	1	1				
CL Guards	0	25	2	27	0	25	2	27	0	25	2	27				
Transport	0	15	1	16	0	15	1	16	0	15	1	16				
Equip.	0	0	1	1	0	0	1	1	0	0	1	1				
Total	12	110.47	25.45	147.92	10	96.97	21.45	128.42	10	94.47	21.5	125.92				
* Includes Undersheriff position which is funded by ROCN									Total Difference				2	16	4	22
									*Lt. position from SEDE Fund							
									*Lt. position from Civil Admin.							



MULTNOMAH COUNTY OREGON

BEVERLY STEIN
COUNTY CHAIR

EMPLOYEE SERVICES
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2505 S.E. 11TH, 1ST FLOOR
PORTLAND, OREGON 97202

MEMORANDUM

TO: Board of County Commissioners

FROM: Kenneth Upton, Labor Relations Manager 

DATE: May 31, 1994

SUBJECT: Sheriff's Proposed Amendment

As a follow-up to my memorandum to the Board and Sheriff of May 26, I met with the Sheriff and Pieter Van Dyke to review an amendment which would be reflect the position of the Sheriff. A copy is attached. The Association has indicated that they are supportive of this amendment conceptually. There exists a technical question, however, regarding the relationship of Sergeant and Deputy layoffs in light of the recent filling of all Sergeant positions by the City of Portland. This issue would need to be clarified to ensure a clear, technically administratable amendment.

If you have any questions, please call.

c: Robert Skipper
Randy Amundson
John Bunnell

Attachment

File: MCDSA Contract Administration

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BOARD OF
 COUNTY COMMISSIONERS
 1994 MAY 31 AM 8:37
 MULTNOMAH COUNTY
 OREGON

- Draft May 27, 94 -

AMENDMENT TO
COLLECTIVE BARGAINING
AGREEMENT

Witnesseth

WHEREAS, Multnomah County, Oregon (the County), the Sheriff of Multnomah County, Oregon (the Sheriff), and the Multnomah County Deputy Sheriffs Association (the Association) have entered into a collective bargaining agreement for the period 1992-95 (the Agreement), and

WHEREAS, Article 14, Section H of the Agreement provides for specific terms involving any layoff which may result from annexation, and

WHEREAS, contemplated budgetary actions by the County related to annexation by the City of Portland of certain areas of unincorporated Multnomah County, and/or budgetary actions related to the transfer of functions from the County to the City, would result in the layoff of employees represented by the Association, and

WHEREAS, there is a desire of the parties to modify the impact of the above actions on employees both as may relate to these actions and other such actions which may occur during the life of the Agreement,

NOW THEREFORE, it is agreed the Agreement is amended to delete the current Article 14, Section H and to substitute the following:

"H. Annexation and Intergovernmental Agreements

In the event of layoffs resulting from annexation, or any intergovernmental agreement allowable under this Agreement, the order of layoff within the affected classification shall be by a reasonable

procedure developed by the Sheriff allowing for employees to voluntarily opt for layoff by seniority order beginning with the most senior. If sufficient volunteers for any layoff are not available, the remaining employees shall be selected for layoff in reverse order of seniority."

Except as modified by this Amendment, the Agreement between the parties shall remain in full force and effect.

IN WITNESS WHEREOF, the Parties hereto have set their hands this _____ day of _____, 1994.

MULTNOMAH COUNTY DEPUTY SHERIFFS ASSOCIATION

By _____

By _____

By _____

By _____

By _____

MULTNOMAH COUNTY, OREGON BOARD OF COMMISSIONERS

By _____
Chair

By _____
Commissioner

By _____
Commissioner

By _____
Commissioner.

By _____
Commissioner

MULTNOMAH COUNTY, OREGON SHERIFF

By _____
Sheriff

REVIEWED:

Laurence Kressel
County Counsel
Multnomah County, Oregon

NEGOTIATED BY:

Kenneth Upton
Labor Relations Manager
Multnomah County, Oregon

BCC

5/13/94

FY-I

BOARD OF
COUNTY COMMISSIONERS
1994 MAY 17 PM 12:54
MULTNOMAH COUNTY
OREGON

Bev Stein
Chair, Multnomah County
Portland Building
Portland, Oregon
97204

Dear Bev,

Once upon a time, several years ago, I was invited to join a prestigious national committee on law enforcement. Membership included a supreme court judge and several CEOs of multi-national corporations. When I was asked to join, I declined, being certain that the agency had contacted the wrong person. The offer of appointment was reconfirmed a few days later and I attended my first meeting in Washington D. C.-- wondering how in the world I had been selected. I was not long into my first meeting (during the introductions as a matter of fact) when I discovered what made me so special. The commission wanted someone on their board who worked with the Multnomah County Sheriffs's department. The vacancy called for a lay person and so I selected. During my three years tenure I knew that my credibility on the Commission on Law Enforcement and Accreditation (CALEA) was based upon the reputation for excellence enjoyed by the Sheriff's department.

I share this anecdote with you to reconfirm what I heard said again and again in the public testimony: The Multnomah County Sheriff's department enjoys a nationwide reputation for high standards in the performance of its duties and is a model for law enforcement agencies across the nation. It is no accident that Lee Brown, once a Multnomah County Sheriff, is now Crime Czar for the nation. His reputation is founded upon his early work here.

Joining my voice to those who support the continuation of the Sheriff's department, does not mean I do not regard what you have proposed. Indeed, your vision makes sense. Its logic makes possible changes in service delivery to our community which I and former colleagues on the Multnomah County Board of Commissioner longed to accomplish but were thwarted because of jail space needs. With the Inverness Jail on line, now seems an ideal time to forge ahead with preventative programs and I applaud the zeal with which you have taken up the challenge. Your proposal make sense. But the Sheriff's proposal makes sense also. There are, after all, many roads to Rome. In this case, I wonder if it is necessary to do damage to one good in order to achieve another. That question is the only one which causes me to pause in giving full support to your plans.

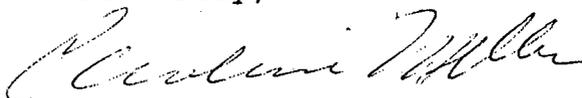
I understand there is some effort being made to find a compromise between these two goods. I hope that is true and that it will succeed. There are two cautions I want to voice if a compromise is in

the offing.

1. A compromise that does a thing by half is not a compromise. It is a dilutions which weakens both goods. Reducing the Sheriff's department by fewer numbers than you have proposed may suggest itself as a solution, but it is a bad one. Halving the force to be deployed achieves neither your goals nor that of the Sheriff's. Such compromises-- unimaginative "political solutions" -- explain why nothing in government seems to get done or seems productive. Look for the third path which is a victory for both sides. What do you want to achieve with the money saved by the transfer and in what ways can the Sheriff's's forces meet those needs? That is a starting place for a discussion.

2. Further reductions in the work force will result in a compression that could impact morale. Officers, usually those with the greatest seniority, who are not transferred to the police division may find themselves returned to duties they performed as rookies. That lack of progress and the reduced opportunity for advancement will have its impact on those who remain behind -- a consequence that argues against a compromise that bleeds the agency of its strength. Whatever compromise emerges, it must give the men and women of the Multnomah County Sheriff's department pride and do honor to their dedication and loyalty.

Sincerely,

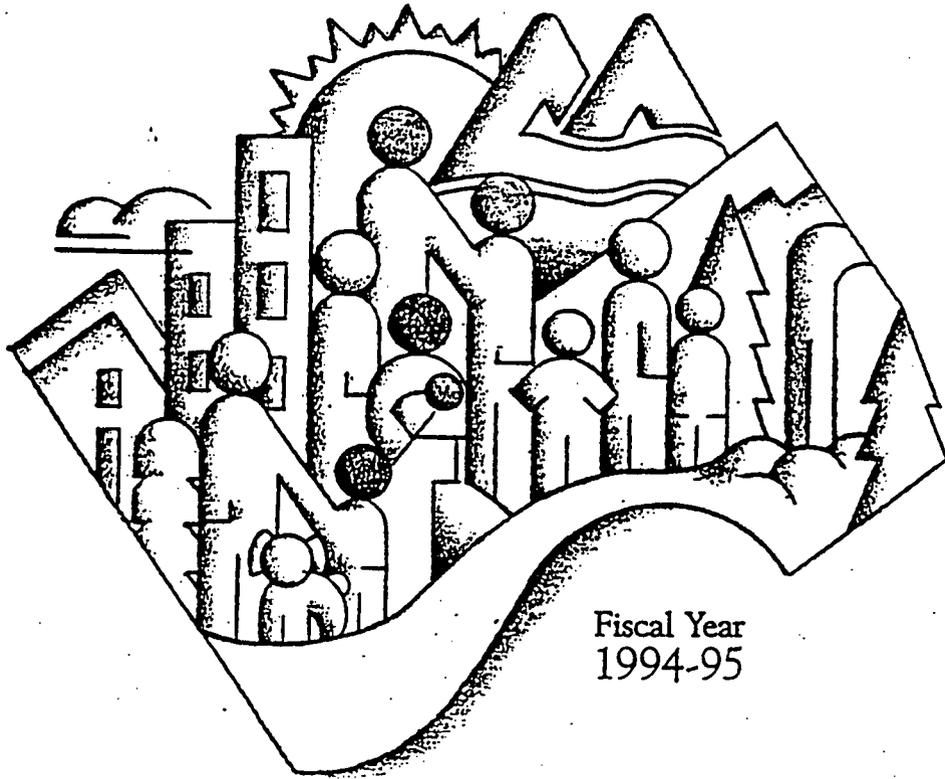
A handwritten signature in cursive script, appearing to read "Caroline Miller".

Caroline Miller

Clerks

Multnomah County Budget

Supplemental Information



Fiscal Year
1994-95

Packet #32
County Auditor

Management Study/MCSO

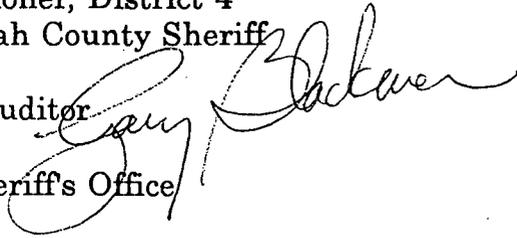


GARY BLACKMER
COUNTY AUDITOR
1021 SW 4TH AVENUE, ROOM 136
PORTLAND, OR 97204
(503) 248-3320

MULTNOMAH COUNTY OREGON

DATE: June 9, 1994

TO: Beverly Stein, Multnomah County Chair
Dan Saltzman, Commissioner, District 1
Gary Hansen, Commissioner, District 2
Tanya Collier, Commissioner, District 3
Sharron Kelley, Commissioner, District 4
Robert Skipper, Multnomah County Sheriff

FROM: Gary Blackmer, County Auditor 

SUBJECT: Management Study of Sheriff's Office

The Board of County Commissioners has asked my office to oversee a consulting contract to review the Multnomah County Sheriff's Office. The Board requested that I describe the process anticipated to secure a contractor for the management study of the Sheriff's Office and arrive at cost estimates.

I have prepared a general outline of the tasks that my office would perform in order to contract for consulting services. The overall interest of the Board and Sheriff appears to be in determining the appropriate level of resources needed to fulfill the Sheriff's Office roles in responding to the criminal justice needs of the community.

Development of the Request for Proposals

We will have to determine and describe the scope of the review. We will interview Board members, Sheriff's Office personnel, managers in the criminal justice system, and others to develop an understanding of the extent of review needed. We need to determine how extensive the review must be to adequately address the criminal justice needs of the community, the criminal justice philosophy of Multnomah County, the management practices of the Sheriff's Office, and the amount of emphasis on the corrections roles of the Sheriff's Office.

We will also need to develop some background information on the Sheriff's Office, other criminal justice agencies, and the County. We will draw upon budgets and other criminal justice information to provide potential consultants with a general understanding of Multnomah County and its criminal justice system.

We will develop a list of potential consultants who are nationally recognized. We will generate the list through contacts with criminal justice professionals and organizations, and a review of the professional literature.

We will also develop criteria for selection of a consultant. In general, this will be based upon the qualifications of the firm and its individuals, the ability to meet the time frames of the review, and the proposed cost. We will seek criteria to emphasize consultants who are recognized by other professionals in the criminal justice field, who have successfully completed similar projects, and who have staff with first-hand understanding of a large number of other communities and their criminal justice systems.

We will expect them to describe their review approach and the products to be delivered to the County. This will include a description of their review methodology, specific tasks to be performed, data to be collected, and interviews to be conducted. We will also ask them to describe the assistance desired from County staff in this review, an expected time frame, and a budget for the review. We will ask for the budget to be broken into components that we can modify if costs are too high. We will ask for a description of the products and services to be included in the contract, such as briefings, and availability to answer technical questions at some later date.

Issuance of RFP and selection of consultants

We will issue the Request for Proposals and provide at least a 30-day period to respond. We will select evaluators who will judge the written applications according to the established criteria. We will interview the applicants who achieve the highest scores and evaluate them according to the same criteria indicated above.

Approximate schedule

Late July or early August - Issuance of RFP
Late August or early September - select consultant
Early September - notify the Board of contingency fund costs
December 16 - draft report due
December 30 - final report issued

The Board expressed some flexibility in the requirement that the report be issued before January 1. Because of the uncertainty of scope, the availability of consultants, and the holidays, there may be some "slippage" of the issue date into January.

Approximate cost

There is a wide range of uncertainty in a number of areas at this stage of the contracted review. We will be able to develop a better estimate as we prepare the RFP, get some sense of the cost of these reviews in other jurisdictions, and a better understanding of the level of analysis. Below are some of the questions that we will seek to answer.

How nationally recognized should the consultant be?

Should law enforcement and corrections be equally emphasized?

How extensive (philosophy, needs, role) and intensive (data collection, analysis) a review should it be?

The answers to these questions will determine the cost. At this time, my rough estimates of costs range from \$60,000 to \$125,000. If the consultant proposals are significantly higher than our estimates we will contact the Board and the Sheriff to determine their priorities among the areas to be reviewed.

The Auditor's Office will perform the work, within its budgeted resources, to prepare the RFP, select the consultant, and monitor the consultant's performance and results.