

Outcome Team Safety

FY 07 Budget Priority Setting
MULTNOMAH COUNTY OREGON

Date March 10, 2006

Team Members: Becky Porter, Hector Roche, Steve Liday, Scott Marcy, Mary Li, Ray Hudson, Larry Aab, Dave Boyer, Doug Bray, Laurie Abraham, Jim Lasher, Matt Nice

I. Priority – Result to be realized, as expressed by citizens –

I want to feel safe at home, school, work, and play

II. Indicators of Success – How the County will know if progress is being made on the result

The Safety Team re-affirmed the indicators suggested by the Board of County Commissioners to measure safety within our community. These indicators have been discussed and validated with Suzanne Flynn, County Auditor, who will collect the measurement data. The marquee indicators are a sufficient start to measuring the effectiveness of program outcomes that contribute to citizen's feeling safe at home, school, work, and at play. They each have reliable and readily available data sources, are available on a timely basis, and have historical data for analysis and future comparison. It is also expected that programs contributing to these marquee indicators will have lower level indicators and measures which will provide more insights into their movement up or down. We also acknowledge that these indicators do not measure non-public safety contributors to a citizen's feeling of safety, such as emergency preparedness or well maintained neighborhoods, but they are the most relevant to overall sense of safety. The marquee indicators and their data sources are as follows.

- **Reported index crime rate per 1,000 persons – Person and Property**

The data used for monthly Multnomah County Public Safety Briefs comes from the DSS Justice system and the Portland Police Bureau, and the Gresham Police Dept. because it provides the most current data in the areas of strategic focus. Person offences include murder, assault, rape, and robbery. Property offences include larceny, motor vehicle theft, burglary, and arson. Future data will include DUII and Drug measures.

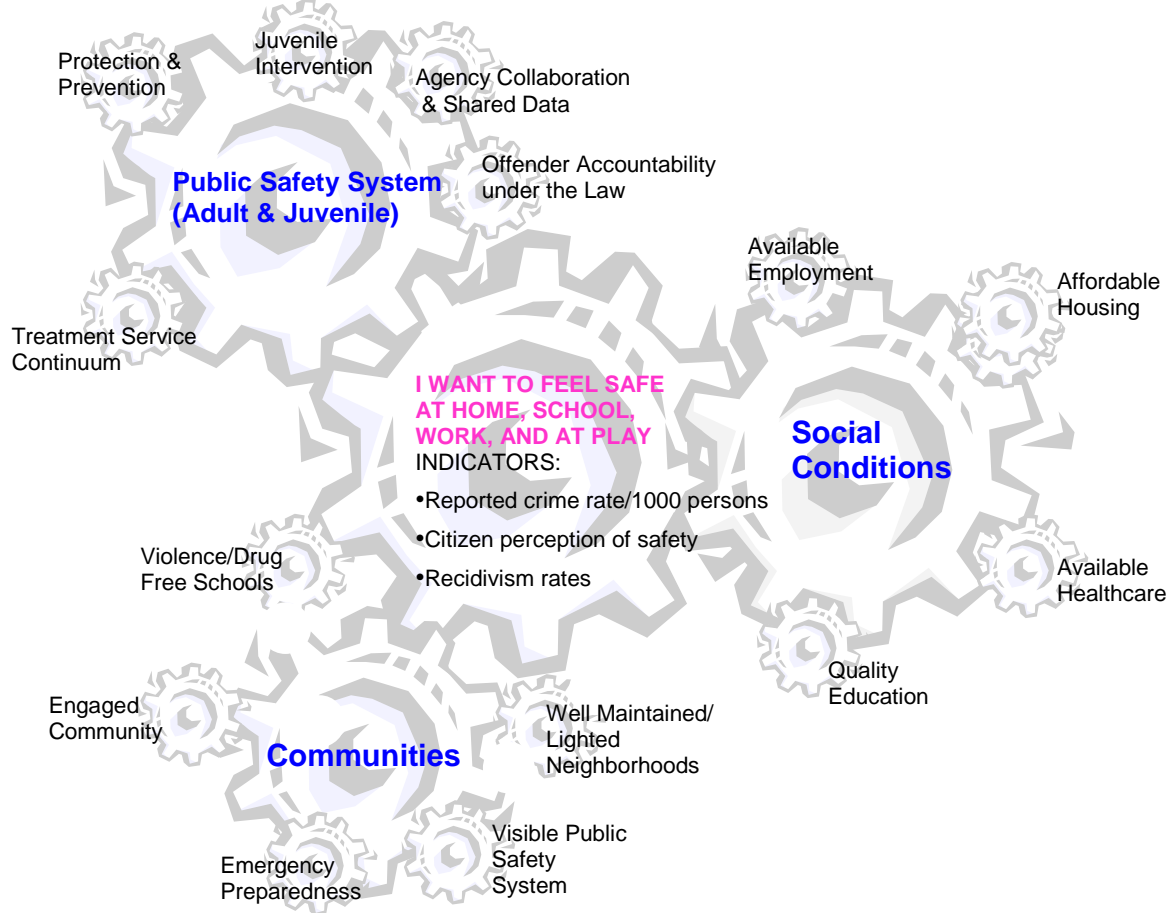
- **Citizen perception of safety. (Multnomah County Auditor's Citizen Survey).**

The Auditor's annual citizen survey collects data on a citizen's sense of safety in their neighborhood. This will be reported for both day and night time. In addition, data will be gathered on student sense of safety from the Oregon Department of Human Services Annual Oregon Health Teens Survey of 11th graders in Multnomah County.

- **Percentage of adults and juveniles convicted of a crime who commit additional crimes (i.e. recidivism rates).**

This data is compiled by the Department of Community Justice as part of the statewide Department of Corrections and Juvenile Justice System, and will be reported for Multnomah County.

III. Map of Key Factors – Cause-effect map of factors that influence/produce the result



Based on evidence, the safety team identified three key factors that significantly contribute to achieving citizens' priority of feeling safe at home, school, work, and play. The recognition of both short and long term needs and impacts is reflected in two equally dominant factors: A **public safety system** which has the ability to immediately prevent and intervene in crime; and **social conditions** which reflect more long term issues that involve complex societal factors. To illustrate this point, a common characteristic of an offender entering the criminal justice system is the lack of one or more basic needs related to adequate, affordable housing, education, or health care. For example, 29%-37% of offenders report unstable housing conditions prior to committing their offense. While the public safety system is needed for immediate, short term response, affordable housing for offenders (indeed, all citizens) has been shown to decrease crime and recidivism. The third, less dominant but nevertheless critically important, factor in realizing the safety priority is **communities**.

It is essential to recognize how all three factors are interconnected, and must work together for citizens to feel safe at home, school, work, and at play.

In selecting these factors, evidence was evaluated from local expert interviews and panel discussions, focus group results, national best practices and, where available, local research. The Safety Outcome Team also represents many collective years of professional experience and wisdom in discrete areas affecting the safety of the community.

A **Public Safety "System"** describes multiple discrete functions which must exist to both prevent crimes, and to then respond when a crime is committed. The system responds by assisting in victims' recovery, while holding offenders accountable. **Multiple agencies from multiple jurisdictions** work together to ensure policing (patrol and investigations), arrest (pre-trial incarceration; cite and release, and community supervision), prosecution, disposition (imprisonment and/or sanctions/supervision including post prison supervision) all occur to create safer communities. An effective system must be a balanced, unified whole. For example, when we put more officers on the street, we also ensure increased capacity in courts, treatment programs, jails and other programs.

It is critical that the Public Safety System provide effective practices for both **adult** and **juvenile** offenders. While a number of practices are similar for the adult and juvenile systems, it is important to note that these are different populations and juveniles should not be treated simply as "little adults." **Early juvenile intervention** and proper treatment of youth is essential to creating safe communities.

Other factors contributing to a well functioning public safety system include:

- **Offenders** are held **accountable under the law**. They must be responsible for their actions and appropriate, timely consequences must be applied. This must be done under the rule of law affording the accused due process protections.
- Intra and inter-jurisdictional **agencies must collaborate** and work cooperatively across and between agencies in order to ensure that offenders are arrested, prosecuted, and receive appropriate sanctions and services. Collaboration is the willingness to pursue shared goals, sometimes against self interest.
- A **continuum of treatment services** must be available to address a range of offenders with treatment appropriate to the needs of the offender. For example, illicit drug use is a factor in 72%-82% of all arrests. It is essential that addiction and other treatment services are available to offenders in order to reduce recidivism.

Social conditions are an equally dominant factor in citizen's feeling safe at home, school, work, and at play. Evidence shows that for those at-risk individuals with criminal attitudes and beliefs, declining social conditions such as **available employment, quality education, available health care, and affordable housing**, can increase crime and recidivism. In a more broader sense, a community's declining social conditions affect the population's general sense of safety.

Evidence shows that **Communities** who are regularly **engaged with each other**, and with their government, help define problems and solutions, and create a greater sense of safety and government accountability amongst its citizens. Community can be broadly defined as all county citizens, or may encompass a more narrow group of stakeholders, such as providers, vendors, neighborhood associations, victims, etc. For a citizen to feel safe in their community there is a need for a **visible public safety presence, well maintained and lighted neighborhoods, emergency preparedness** on the part of government as well as individual citizens, and schools free of **gangs, violence and drugs**.

IV. Selection Strategies and Request for Offers – *Focused choices to realize results*

IV. Selection Strategies – Focused choices to realize results

The Safety Team identified three principles that are the foundation for the selection strategies and are important when considering any program offer.

- Citizens expect **fair and equitable** treatment for all citizens, victims, and offenders. This includes **culturally competent** staff, and culturally responsible services and sanctions.
- **Evidence** shows that programs have a high probability of contributing to the desired outcomes.
- **Innovation** that leverages existing resources and brings organizations together to improve services and/or reduce costs

Program offers that contribute to the achievement of the following six strategies should be given highest prioritization.

1. Hold offenders responsible for their actions and apply appropriate consequences

Evidence suggests that the most effective public safety system is a balanced public safety system. A 'Streams of Offenders' model provides a system that can address a continuum of crimes and offenders within a stream (e.g. dangerous, violent felons; firearms; misdemeanor property offenders; gangs; alcohol and drugs; etc.) with an appropriate and proportional level of response across the system.

The County seeks Program Offers that:

- Explicitly identify which population (stream of offenders) it serves
- Provide alternatives to incarceration by holding offenders other than violent felons, accountable for repairing harm done to victims and communities (restorative justice)
- Reduce re-offense and recidivism

- Demonstrate system balance by:
 - Clearly identifying other system components required to achieve its stated outcomes
 - Clearly identifying that sufficient capacity and resources exist within the system to support this program

2. Safety system components work effectively together

Evidence demonstrates that agency collaboration improves the use of available resources and information, maximizes the range of services available, and eliminates redundant investments in similar programs. Collaboration values shared vision and common purpose amongst key stakeholders, over territorial rights to services and programs. It assumes a willingness to operate against self-interest in service to the larger goal.

The County seeks Program Offers that:

- Demonstrate a collaborative approach that benefits service delivery and/or reduces cost of service delivery without regard to which agency provides the service
- Develops a foundation for future multi-jurisdictional collaboration to provide a sustainable safety system for the benefit of the entire community
- Provide a continuum of funding for the treatment during transition between programs or back into the community, Example: If an offender is receiving mental health treatment before they come into the public safety system, they need to continue to get treatment from the same source while in jail or probation and in the community afterwards
- Use shared resources and information to develop programs that support streams of offenders and present the program offers jointly

3. Intervene early to keep juveniles out of the public safety system

Experts testified that juveniles differ from adults in core ways, and interventions and programs across all factors should address those differences. Intervention needs to occur both in ways that prevent initial criminal involvement and avoid further penetration into the criminal justice system. Successful intervention reduces criminal activity and re-offense and decreases the number of juveniles who end up in the adult public safety system.

The County seeks Program Offers that:

- Provide treatment and interventions effective for juvenile populations
- Have been successful at prevention of crime
- Reduce delinquency and recidivism
- Involve families and caregivers in addressing the conditions that put youth at risk

4. Treat drug/alcohol addiction and mental health issues

Evidence shows that crime rates and recidivism increase when individuals with criminal attitudes and beliefs experience problems such as alcohol/drug addiction, and/or mental illness.

The County should look for alcohol/drug, and dual diagnosis (addiction and mental health needs) treatment program offers that serve people at risk of committing or recommitting crimes, and especially value those that include an emphasis on connecting these offenders with available housing.

The County seeks Program Offers that:

- Deliver evidence based addiction treatment addressing factors that result in a person being criminally involved, such as criminal thinking/attitudes, substance abuse, criminally involved associates, stable housing, employment, etc. and when successfully addressed, result in an individual making lifestyle changes that result in law abiding behavior
- Address the mental health needs of addicted clients
- Demonstrate an ability to place clients into housing
- Reliably and accurately identify and report alcohol and drug use/ abuse characteristics at entry into the criminal justice system

5. Prepare, prevent, and respond to emergencies

The county should invest in emergency prevention, preparedness, and response, and should ensure that the roles of government and citizens are understood should a real emergency occur.

The County seeks Program Offers that:

- Engage in emergency prevention processes and strategies
- Plan for appropriate, proportionate and coordinated response to emergencies
- Provide education on the role of government and citizens in the event of emergency

6. Identify and engage relevant communities in defining public safety needs and developing crime prevention and protection programs.

Evidence shows that communities feel safer when they share the responsibility and ownership of programs with government. Communities can be broadly defined as all county citizens, or may encompass a more narrow group such as providers, neighborhood associations, vendors, business associations, stakeholders, victims, etc. which may vary by relevance. Therefore, the program offers should encourage appropriate community involvement in promoting safety, preventing crime, and protecting communities through processes and services.

The County seeks Program Offers that:

- Incorporate a system or process which identifies relevant key stakeholders in program design and decisions
- Consider relevant key stake holder participation in program design and execution in the areas of:
 - Crime prevention
 - Community protection
 - Safety promotion

V. Program Ranking (Composite Report)

Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
15010	<u>Felony Trial Unit C- Robbery, Weapons, Gangs</u>	DA	1	30	10	0	0
15011	<u>Felony Trial Unit D- Violent Person Crimes</u>	DA	1	30	10	0	0
50030A	<u>Adult Field Services - Felony Supervision</u>	DCJ	1	30	10	0	0
60021A	<u>MCSO MCDC Offer A</u>	MCSO	1	30	10	0	0
60021B	<u>MCSO MCDC Offer B</u>	MCSO	1	30	10	0	0
60021C	<u>MCSO MCDC Offer C</u>	MCSO	1	30	10	0	0
60021D	<u>MCSO MCDC Offer D</u>	MCSO	1	30	10	0	0
60021E	<u>MCSO MCDC Offer E</u>	MCSO	1	30	10	0	0
60021F	<u>MCSO MCDC Offer F</u>	MCSO	1	30	10	0	0
50023A	<u>Juvenile Detention Services - 48 Beds</u>	DCJ	10	29	9	1	0
60021G	<u>MCSO MCDC Offer G</u>	MCSO	10	29	9	1	0
60022A	<u>MCSO MCIJ Offer A</u>	MCSO	10	29	9	1	0
60021H	<u>MCSO MCDC Offer H</u>	MCSO	13	28	9	0	1
15015A	<u>Domestic Violence Trial Unit</u>	DA	14	28	8	2	0
50023B	<u>Juvenile Detention Services - 32 Beds</u>	DCJ	14	28	8	2	0
50034	<u>Adult Sex Offender Treatment and Management</u>	DCJ	14	28	8	2	0
40025A	<u>Corrections Health - Detention Center - 46 Beds 4th floor...</u>	HD	14	28	8	2	0
60021I	<u>MCSO MCDC Offer I</u>	MCSO	14	28	8	2	0
60022C	<u>MCSO MCIJ Offer C</u>	MCSO	14	28	8	2	0
60022D	<u>MCSO MCIJ Offer D</u>	MCSO	14	28	8	2	0
15016	<u>Child Abuse Team- MDT</u>	DA	21	27	7	3	0
50014	<u>Juvenile Formal Probation Services</u>	DCJ	21	27	7	3	0
40027A	<u>Corrections Health - Donald E. Long 60 Beds</u>	HD	21	27	7	3	0
60016A	<u>MCSO Booking: Booking and Release</u>	MCSO	21	27	7	3	0

Safety

www.co.multnomah.or.us/FY2007_Budget

60022B	<u>MCSO MCIJ Offer B</u>	MCSO	21	27	7	3	0
50019	<u>Juvenile Sex Offender Residential Treatment</u>	DCJ	26	26	7	2	1
50035	<u>Adult High Risk Drug Unit</u>	DCJ	26	26	7	2	1
15014	<u>Juvenile Court Trial Unit</u>	DA	28	26	6	4	0
40028A	<u>Corrections Health - Inverness - 160 Beds 10,11,18 & Med Clinic...</u>	HD	28	26	6	4	0
60022E	<u>MCSO MCIJ Offer E</u>	MCSO	28	26	6	4	0
60022F	<u>MCSO MCIJ Offer F</u>	MCSO	28	26	6	4	0
60022G	<u>MCSO MCIJ Offer G</u>	MCSO	28	26	6	4	0
15009	<u>Felony Trial Unit B- Drugs</u>	DA	33	25	6	3	1
50015	<u>Juvenile Gang Resource Intervention Team (GRIT)</u>	DCJ	33	25	6	3	1
40025B	<u>Corrections Health - Detention Center - 78 beds 5th floor A&B...</u>	HD	33	25	6	3	1
40025C	<u>Corrections Health - Detention Center - 156 beds 7th floor...</u>	HD	33	25	6	3	1
40025E	<u>Corrections Health - Detention Center - 78 beds 6th floor C&D...</u>	HD	33	25	6	3	1
40025F	<u>Corrections Health - Detention Center - 78 beds 7th floor A&B...</u>	HD	33	25	6	3	1
60024A	<u>MCSO LE: Civil Process</u>	MCSO	33	25	6	3	1
50042	<u>Adult Offender Mental Health Services</u>	DCJ	40	25	5	5	0
50052B	<u>Addiction Services-Adult Offender Residential Maintain Current Service Level...</u>	DCJ	41	24	6	2	2
50021	<u>Juvenile Secure Residential A&D Treatment (RAD)</u>	DCJ	42	24	5	4	1
50053	<u>Addiction Services-Adult Women Residential</u>	DCJ	42	24	5	4	1
40025D	<u>Corrections Health - Detention Center - 156 Beds 8th floor...</u>	HD	42	24	5	4	1
40025G	<u>Corrections Health - Detention Center - 78 Beds 7th floor C&D...</u>	HD	42	24	5	4	1
40025H	<u>Corrections Health - Detention Center - 78 beds 8th floor A&B...</u>	HD	42	24	5	4	1
40028B	<u>Corrections Health - Inverness - 140 Beds Dorm 12 & 13...</u>	HD	42	24	5	4	1
50028A	<u>Adult Offender Housing</u>	DCJ	48	24	4	6	0
50047	<u>Addiction Services-Adult Drug Court Program</u>	DCJ	48	24	4	6	0
60018A	<u>MCSO Court Services - Courthouse</u>	MCSO	48	24	4	6	0
60018B	<u>MCSO Court Services: Justice Center</u>	MCSO	48	24	4	6	0
60022H	<u>MCSO MCIJ Offer H</u>	MCSO	48	24	4	6	0
50018	<u>Juvenile Sex Offender Probation Supervision</u>	DCJ	53	23	5	3	2
50052A	<u>Addiction Services-Adult Offender Residential</u>	DCJ	53	23	5	3	2
15008	<u>Felony Trial Unit A- Property</u>	DA	55	23	4	5	1
15012	<u>Felony Pre-Trial</u>	DA	55	23	4	5	1

Safety

www.co.multnomah.or.us/FY2007_Budget

25077	<u>Sexual Offense and Abuse Prevention Program</u>	DCHS	55	23	4	5	1
40025I	<u>Corrections Health - Detention Center - 78 Beds 8th floor C&D...</u>	HD	55	23	4	5	1
40026	<u>Corrections Health - Detention Center - Reception...</u>	HD	55	23	4	5	1
60015	<u>MCSO Transport</u>	MCSO	55	23	4	5	1
60022I	<u>MCSO MCIJ Offer I</u>	MCSO	55	23	4	5	1
50032A	<u>Adult Domestic Violence/Deferred Sentencing</u>	DCJ	62	23	3	7	0
60016B	<u>MCSO Booking: Classification</u>	MCSO	62	23	3	7	0
50049A	<u>Addiction Services-Adult Offender Outpatient</u>	DCJ	64	22	3	6	1
40027B	<u>Corrections Health - Donald E. Long 40 Beds</u>	HD	64	22	3	6	1
40028C	<u>Corrections Health - Inverness - 285 Beds</u>	HD	64	22	3	6	1
40028D	<u>Corrections Health - Inverness - 54 beds Dorm 16&17...</u>	HD	64	22	3	6	1
40028E	<u>Corrections Health - Inverness - 116 beds dorm 6&7...</u>	HD	64	22	3	6	1
40028F	<u>Corrections Health - Inverness - 116 beds Dorm 8&9...</u>	HD	64	22	3	6	1
15015B	<u>Domestic Violence Trial Unit- Elder Abuse and Gun DV...</u>	DA	70	21	4	3	3
50010	<u>Juvenile Early Intervention Unit (EIU)</u>	DCJ	70	21	4	3	3
50036	<u>Adult Day Reporting Center</u>	DCJ	70	21	4	3	3
15017	<u>Misdemeanor Trial, Intake, Community Court</u>	DA	73	21	3	5	2
50030B	<u>Adult Felony Supervision-Restore Current Staffing Level...</u>	DCJ	73	21	3	5	2
10019	<u>DSS-Justice</u>	NonD	73	21	3	5	2
15013	<u>District Attorney's Office- Investigations</u>	DA	76	20	3	4	3
50020	<u>Juvenile Multi-Systemic Treatment Therapy Team (MST)...</u>	DCJ	76	20	3	4	3
50030C	<u>Adult Felony Supervision - Maintain Community Supervision...</u>	DCJ	76	20	3	4	3
50032B	<u>Adult Domestic Violence Court</u>	DCJ	79	20	2	6	2
50033	<u>Adult Family Supervision Unit</u>	DCJ	79	20	2	6	2
40028G	<u>Corrections Health - Inverness - 57beds Dorm 3</u>	HD	79	20	2	6	2
50022	<u>Juvenile Accountability Programs</u>	DCJ	82	19	3	3	4
50025	<u>Adult Pretrial Supervision Program</u>	DCJ	82	19	3	3	4
50068	<u>Adult Recog Program</u>	DCJ	82	19	3	3	4
60024C	<u>MCSO LE: Countywide Investigations</u>	MCSO	85	19	2	5	3
60024D	<u>MCSO LE: River Patrol</u>	MCSO	85	19	2	5	3
60024E	<u>MCSO LE: Patrol East</u>	MCSO	85	19	2	5	3
25082	<u>A&D Outstationed Staff: Alcohol and Drug Assessment, Referral, and Consultation Services...</u>	DCHS	88	19	1	7	2
40016	<u>Emergency Medical Services</u>	HD	88	19	1	7	2

Safety

www.co.multnomah.or.us/FY2007_Budget

40028H	<u>Corrections Health - Inverness - 114 beds 4 & 5</u>	HD	88	19	1	7	2
40028I	<u>Corrections Health - Inverness - 114 beds 1&2</u>	HD	88	19	1	7	2
60025	<u>MCSO Corrections Work Crews</u>	MCSO	88	19	1	7	2
50028B	<u>Adult Offender Housing Alternative Incarceration Transition Program...</u>	DCJ	93	18	2	4	4
50038	<u>Adult Community Service - Formal Supervision</u>	DCJ	93	18	2	4	4
60020A	<u>MCSO Population Management Unit</u>	MCSO	93	18	2	4	4
50054	<u>Addiction Services-Housing Services for Dependent Children...</u>	DCJ	96	18	1	6	3
21009	<u>Youth Gang Prevention</u>	OSCP	96	18	1	6	3
21023A	<u>Homeless Youth System</u>	OSCP	96	18	1	6	3
15007	<u>Medical Examiner</u>	DA	99	17	2	3	5
15018	<u>Neighborhood DA</u>	DA	99	17	2	3	5
50027	<u>Adult Transition and Re-Entry Services</u>	DCJ	99	17	2	3	5
91009A	<u>Emergency Management</u>	DCS	99	17	2	3	5
60037	<u>MCSO Digital Booking Recording System</u>	MCSO	99	17	2	3	5
50061	<u>Addiction Services-DUII Services</u>	DCJ	104	17	1	5	4
60024F	<u>MCSO LE: Detectives</u>	MCSO	104	17	1	5	4
60039	<u>MCSO Additional Court Guards</u>	MCSO	104	17	1	5	4
60019	<u>MCSO Inmate Welfare & Commissary</u>	MCSO	107	16	2	2	6
60029	<u>MCSO Domestic Violence/Elder Abuse Protection</u>	MCSO	107	16	2	2	6
50011	<u>Juvenile Assessment & Treatment for Youth and Families...</u>	DCJ	109	16	1	4	5
50017	<u>Juvenile Communities of Color Partnership</u>	DCJ	109	16	1	4	5
50031	<u>Adult Field Services - Misdemeanor Supervision</u>	DCJ	109	16	1	4	5
50049B	<u>Addiction Services-Adult Offender Outpatient Alternative Incarceration Program...</u>	DCJ	109	16	1	4	5
50062	<u>Addiction Services-Jail/Community Transition Program ...</u>	DCJ	109	16	1	4	5
40023	<u>Public Health Emergency Preparedness</u>	HD	109	16	1	4	5
60024G	<u>MCSO LE: Special Investigations Unit</u>	MCSO	109	16	1	4	5
60031	<u>MCSO Gang Task Force</u>	MCSO	109	16	1	4	5
60038	<u>MCSO Wapato Jail: Mothball Costs for Facility</u>	MCSO	117	15	2	1	7
50026	<u>Adult Electronic Monitoring</u>	DCJ	118	15	1	3	6
50037	<u>Adult Londer Learning Center</u>	DCJ	118	15	1	3	6
60036	<u>Drug and alcohol testing for inmates</u>	MCSO	118	15	1	3	6
50039	<u>Adult Community Service - Community Court & Bench Probation...</u>	DCJ	121	15	0	5	5
21011	<u>DV Gang Intervention Project</u>	OSCP	121	15	0	5	5
60024H	<u>MCSO LE: Patrol West</u>	MCSO	123	14	2	0	8

Safety

www.co.multnomah.or.us/FY2007_Budget

60020B	<u>MCSO Population Management Unit: Furlough Supervision...</u>	MCSO	124	14	1	2	7
10045	<u>Court Appearance Notification System</u>	NonD	124	14	1	2	7
60023	<u>MCSO Transport Vehicle</u>	MCSO	126	14	0	4	6
50013	<u>Juvenile Informal Intervention</u>	DCJ	127	13	1	1	8
50024	<u>Juvenile Latino Shelter Beds</u>	DCJ	127	13	1	1	8
50040	<u>Adult and Juvenile Forest Project</u>	DCJ	127	13	1	1	8
72097	<u>Public Safety Bond Fund - Completion of Bond Fund Program Projects...</u>	DCM	127	13	1	1	8
10019B	<u>DSS-Justice Enhanced</u>	NonD	127	13	1	1	8
40045	<u>Regional Emergency Preparedness</u>	HD	132	13	0	3	7
60008	<u>MCSO Recog at Classification</u>	MCSO	132	13	0	3	7
60020C	<u>MCSO Population Management Unit: Mental Health</u>	MCSO	132	13	0	3	7
60027A	<u>MCSO School Resource Officers</u>	MCSO	132	13	0	3	7
10013A	<u>Local Public Safety Coordinating Council</u>	NonD	132	13	0	3	7
10018	<u>Courtroom Facilities Costs</u>	NonD	132	13	0	3	7
21010	<u>Diversion</u>	OSCP	132	13	0	3	7
91009B	<u>Emergency Management - Business Continuation Plan...</u>	DCS	139	12	0	2	8
40051	<u>Corrections Health - Nurse Training</u>	HD	139	12	0	2	8
60016C	<u>MCSO Booking: Gresham Temp Holding</u>	MCSO	139	12	0	2	8
60024B	<u>MCSO LE: Concealed Handgun Permits</u>	MCSO	139	12	0	2	8
60032	<u>MCSO Human Trafficking Task Force</u>	MCSO	139	12	0	2	8
21014	<u>Court Care</u>	OSCP	139	12	0	2	8
50041	<u>Adult Restorative Justice</u>	DCJ	145	11	0	1	9
60026A	<u>MCSO Wapato Jail Offer A</u>	MCSO	145	11	0	1	9
60026B	<u>MCSO Wapato Jail Offer B</u>	MCSO	145	11	0	1	9
60027B	<u>MCSO School Resource Officer: Corbett School District...</u>	MCSO	145	11	0	1	9
60030	<u>MCSO TriMet Transit Police</u>	MCSO	145	11	0	1	9
60033	<u>MCSO Metro Services</u>	MCSO	145	11	0	1	9
50067	<u>DCJ Weed & Seed Pass Through</u>	DCJ	151	10	0	0	10
60026C	<u>MCSO Wapato Jail Offer C</u>	MCSO	151	10	0	0	10
60026D	<u>MCSO Wapato Jail Offer D</u>	MCSO	151	10	0	0	10
60026E	<u>MCSO Wapato Jail Offer E</u>	MCSO	151	10	0	0	10
60028	<u>MCSO False Alarm Reduction Program</u>	MCSO	151	10	0	0	10

VI. Program Ranking Discussion

There was a high degree of congruence amongst the Safety Outcome team in ranking. We ranked only once and had 98% alignment, differing significantly on only 3 out of 155 offers. The offers where we differed included:

- Patrol West – some members felt that the investment was too low for the program to be effective. With only one patrol car covering a large geographic area, the response times to critical needs are at risk.
- Wapato – There are 2 points of view. One is if jail beds are ranked low, “mothballing” must be ranked high. Some believed that the “mothballing” option should not have been assigned to Safety but instead should have been assigned to Accountability. The other is if jail beds are ranked low, alternative ways to deal with the liability should be developed (sell or lease the facility)
- MCSO investigations – Some members felt that investigations could be moved to large cities (Portland and Gresham), and small cities should partner with large cities
- After discussion, the team aligned on “High” ranking for offer #60021H MCSO MCDC Offer H

The ADAM (Alcohol and Drug Testing for inmates #60036) program was the highest ranked new program. This is due to the necessity of having timely and accurate information to understand the relationship between illegal drugs and alcohol and crime, so that effective strategies can be developed address this issue effectively.

General comments on ranking approach:

- The nature of the forced ranking (H/M/L) resulted in fostering maintenance of existing programs rather than innovation.
- Offers providing accountability of high and medium risk offenders were ranked higher than prevention and treatment offers. Prevention and treatment offers, though important and solicited in Requests For Offers, were forced into lower rankings. Prevention programs are often more cost-effective than intervention programs.
- Though the team generally ranked “new” program offers lower than existing programs, this is because the new programs were seen as requiring potential elimination of a successful program currently contributing to desired outcomes, or there was a resulting system imbalance by removing an existing program. These are often where the County’s innovative programs exist, ones that may allow us to provide services more effectively than current practice.
- This team believes that cultural competency is something achieved over a period of years, not overnight. At some point, general population programs that can effectively deal with culturally specific needs are the goal. However; in the interim, providing programs that serve overrepresented and high risk populations is essential, as long as they are not exclusionary or duplicative.
- The team ranked on contribution to outcome. We did not consider financial information except in the Wapato comment noted above about opening jails vs. mothballing.

VII. Policy Recommendations

- Develop an investment strategy that allocates funds specifically for innovation.
- Develop a mechanism that leverages the expertise of outcome teams developed during the budget process throughout the year
- Develop measures or benchmarks that allow for cross program comparisons, such as cost per client served or cost per successful outcome/ result.
- Develop county position on subsidies for unfunded state and federal mandates
- Develop and apply a consistent policy for COLA for providers. Is it for social service providers only or does it also include other services such as telecommunications?
- Restorative justice needs to be a foundational part of Multnomah County's approach to public safety
- There may be challenges due to scope differences between the county and city/county definition of "safety"