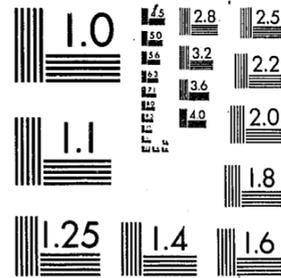


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United States Department of Justice  
Washington, D. C. 20531

DATE FILMED

12/01/81



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**MULTNOMAH COUNTY OREGON**

Internal Audit Report #4-77  
November, 1977 NOV 8 1977

TO: Don Clark, Chairman  
Dennis Buchanan, Commissioner  
Alice Corbett, Commissioner  
Mel Gordon, Commissioner  
Dan Mosee, Commissioner

RE: Staffing Analysis of the District Attorney's Office  
Department of Justice Services

The attached Internal Audit Report #4-77 concerns our examination of the office of the District Attorney, Department of Justice Services. Our review was performed pursuant to your December 30, 1976 Board order requesting us to conduct a staffing analysis of that office.

The scope of our examination included analysis of budget and personnel appropriations of the District Attorney's office and of Multnomah County over the past ten years, accumulation of caseload statistics from various components of the criminal justice system for the same ten-year period, inquiries to comparable jurisdictions nationally and in Oregon, and numerous interviews with justice system experts. While we did not compare the District Attorney's budget growth with any other components of the justice system such as the Sheriff's office or the courts at this time, we hope to make some comparison studies of those areas in the next couple of years.

We reviewed the staffing levels and workload of the DA's office taken as a whole. We did not isolate data concerning particular sections or individual positions except insofar as that information is necessary to understanding of the overall picture.

A summary of our findings is included in a Digest Section at the beginning of our report.

In addition to the report narrative and appendices, we have included supplementary information concerning the flow of criminal cases through the justice system, budget data and caseload data. This information is a compilation of statistics from County budget documents, court records, District Attorney files, and local, state and FBI law enforcement officials. While this supplementary information does not relate directly to the body

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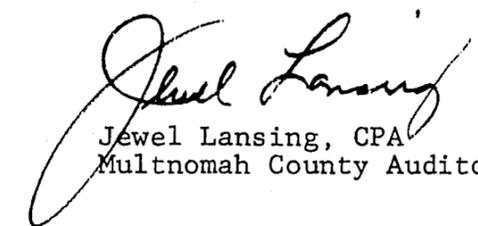
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Cover Letter  
Internal Audit Report #4-77  
DISTRICT ATTORNEY'S OFFICE  
November, 1977

of our report, we have included it in the event that it may provide useful background for future budget request examinations.

Responses to this report by District Attorney Harl Haas and Commission Chairman Don Clark are attached as Appendix F. We would appreciate receiving a written status report from the District Attorney or the Director of Justice Services within six months indicating what progress has been made on our recommendations. Minimum circulation of that response should include all County Commissioners and the County Auditor.

  
Jewel Lansing, CPA  
Multnomah County Auditor

Audit Team:

Jody Olson  
Alan Percell  
Rich Shimomura

Attachment

STAFFING ANALYSIS OF THE DISTRICT ATTORNEY'S OFFICE  
DEPARTMENT OF JUSTICE SERVICES

Internal Audit Report #4-77  
November, 1977

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U.S. Department of Justice  
National Institute of Justice

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## MULTNOMAH COUNTY OREGON

Internal Audit Report #4-77  
November, 1977

### STAFFING ANALYSIS OF THE DISTRICT ATTORNEY'S OFFICE DEPARTMENT OF JUSTICE SERVICES

#### DIGEST

The rate of growth both in terms of budget and number of people employed has been greater for the District Attorney's office than for Multnomah County government as a whole over the last ten years. Other counties in Oregon and nationally which we surveyed also experienced substantial growth in their prosecutors' offices.

Multnomah County felony filings have more than doubled during the past ten years, but the number of felony cases actually tried decreased 25%. During the same period of time, the District Attorney's staff size has tripled. The District Attorney attributes much of this growth to new requirements created by state and federal laws and court decisions and to the increased availability of federal funds for services to Multnomah County citizens.

Criminal justice caseload statistics cannot be readily correlated to budget data. Not just in Multnomah County, but nationally, "What happens between the police station and the prison has been pretty much a matter of conjecture"\* in terms of historical data collection. We found inadequate historical cost information by program, fragmented case tracking, a lack of quantified staffing criteria or standards, and a historical lack of coordinated long or medium-range workload planning throughout the criminal justice system.

Better cost data and more specific criteria are needed in Multnomah County if the Board of County Commissioners are to evaluate future budget requests against measurable staff-to-workload indicators. Some variables such as the personal philosophy of the elected District Attorney, questions of professional judgment, and the quality of prosecution work will always be difficult to evaluate, but that should not forestall efforts to establish standard workload measures.

\*Quoted from a publication of the National District Attorney's Association National Prosecution Standards, 1977, p. 95.

DIGEST  
IAR #4-77  
DA'S OFFICE  
November, 1977

We recommend that the Board of County Commissioners and the District Attorney consider jointly adopting guidelines (standards and workload indicators) as a first step toward evaluating future District Attorney requests for additional staff. The key to formulating the guidelines will be the cooperation and participation in the process by members of the Board and the District Attorney.

Current efforts by Multnomah County District Attorney Harl Haas and justice system planners to improve accountability are encouraging signs for the future. Several factors could be utilized in developing specific staff/workload criteria:

- The 1977 National District Attorney's Association Standards provide some general staffing guidelines;
- Harl Haas, Multnomah County's District Attorney, is currently installing a computerized information system (PROMIS) to be operational by June, 1978, that will provide case tracking and other workload statistics for his office;
- Several agencies have identified the need for a unified case numbering system for the entire Multnomah County Criminal Justice system;
- The District Attorney has begun grouping costs by program, which will make it possible to measure performance in terms of service units per dollar;
- Lee Brown, Director of Justice Services, has requested that each Justice agency begin a process of developing a three-year plan to help identify and control future growth of the system;
- The Multnomah County Criminal Justice Coordinating Council (Sheriff, City Police Chiefs, District Attorney, Presiding Judges, Corrections representatives, the Director of Justice Services and administrators from each group) is being utilized to share information among the various components of the Criminal Justice system.



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## MULTNOMAH COUNTY OREGON

Internal Audit Report #4-77  
November, 1977

### STAFFING ANALYSIS OF THE DISTRICT ATTORNEY'S OFFICE DEPARTMENT OF JUSTICE SERVICES

#### BACKGROUND

District Attorneys for each county in Oregon are independently elected at a general election every four years. The office is authorized by state statute and District Attorneys are state officials, even though elected by the voters of their respective counties. The Multnomah County Board of County Commissioners empowers the District Attorney to appoint Deputy District Attorneys and other staff personnel whose compensation is fixed by the Board and paid out of County funds in the same manner as County officials are paid.

The Multnomah County District Attorney's principal responsibilities are to prosecute violations of the laws of the State, Multnomah County and City of Portland, to attend the terms of all courts having jurisdiction within the County, to prosecute for all penalties and forfeitures due the State, and to assist the juvenile court. In 1972, responsibility for prosecuting violations of City of Portland ordinances was transferred to the District Attorney from the City Attorney, as a result of the merger of the Portland Municipal Court into the District Court.

Most civil legal matters (those where the County is a party suing or being sued) are now handled by the Multnomah County Counsel, which is a separate legal office located in the Office of County Management. Prior to 1973, these civil activities were a part of the District Attorney's office. (Appendix A shows the current organization of the District Attorney's office.)

#### SCOPE OF AUDIT

The Board of County Commissioners on December 30, 1976, requested the County Auditor to conduct a staffing analysis of the Multnomah County District Attorney's office. The analysis was to determine the relationship between workload and staff support presently required and as may be projected for the future. This report summarizes the findings we made and the data we collected in responding to that Board request.

IAR #4-77  
DA'S OFFICE  
November, 1977

The Board stated that the County's Budget and Personnel Divisions need better information in order to evaluate future requests by the District Attorney for additional staff.

The primary focus of our examination was to review staffing levels and workload of the DA's office taken as a whole. We did not isolate data concerning particular sections or individual positions except insofar as that information was necessary to an understanding of the overall picture.

Our scope included examination of budget and personnel appropriations of the District Attorney's office and of Multnomah County over the past ten years. We analyzed the relationships of this empirical data and compared it as far as possible with information obtained from other jurisdictions.

We avoided examining or commenting on areas which are primarily questions of legal judgment. For example, we did not attempt to evaluate the quality of the prosecutor's work, nor did we investigate matters concerning professional judgments and philosophical views of the District Attorney. We also did not evaluate the effect of legal procedural requirements even though some of them, such as voir dire (examining potential jurors prior to trial) may be costly without complementary benefit.

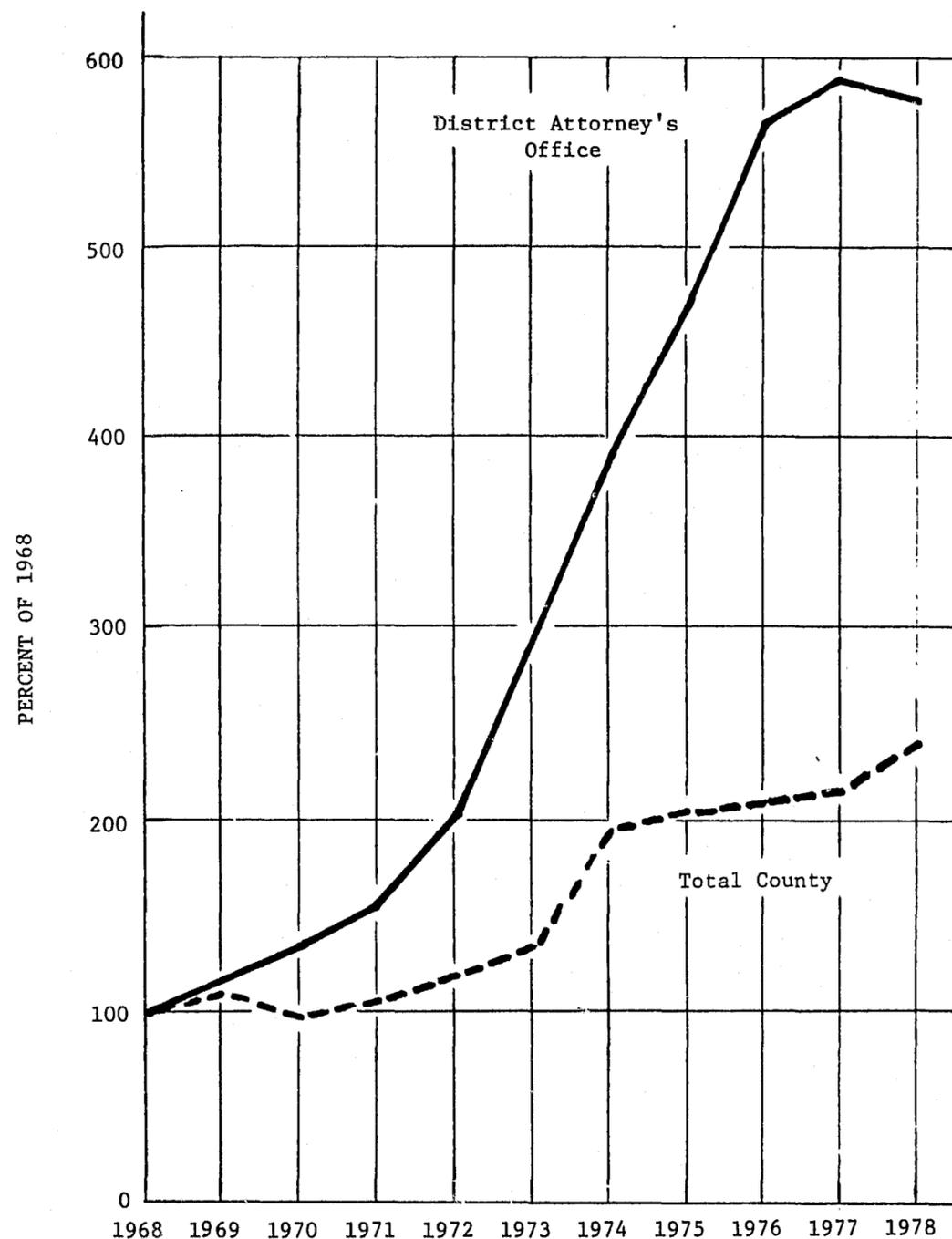
#### OVERVIEW OF THE DA'S STAFF AND BUDGET GROWTH

In the last ten years (fiscal year 1968 through fiscal year 1977) the District Attorney's office has grown from 49 employees to 148½ employees and from less than one percent of the total Multnomah County budget to more than two percent of the total budget. The District Attorney's fiscal year 1977 budget was almost six times what it was in 1968 (\$509,606 to \$2,984,069) while the total County budget doubled (\$54,610,120 to \$118,846,036). The total number of people employed full time by the County, which increased during the 1970's, is now below its 1968 level (2,539 in 1968; 2,455 in 1977). Relative to the rest of Multnomah County, the growth in the DA's budget and staff has been high. The percentage growth since 1968 is detailed at Appendix B and displayed on the index chart on page 3.

Additional growth statistics are itemized at Appendix B and Supplemental Data Schedules H-1 through H-3 attached to this report.

Additions to budget and staff over the past five years (during the tenure of the current District Attorney Harl Haas) have been due to new programs as well as increases in traditional prosecutorial activities, according to DA Haas. The fiscal year 1973 increase was the result of a mid-year budget supplement to restore the office from cuts made to his predecessor's budget, Haas said. Increases for fiscal years 1974 through 1976 resulted from new service programs primarily funded by federal grants.

MULTNOMAH COUNTY, OREGON  
 BUDGET GROWTH 1968-1978  
 1968 = 100%



In the most recent two years the total office budget has remained relatively constant but the locally funded portion has increased. This is because the County has had to assume the total cost of programs, such as DUIL, previously supported by federal and state grants. Grant programs currently being administered by the Multnomah County District Attorney are described in Appendix D.

STATE MANDATED SERVICES

The Board's request for a staffing analysis by the County Auditor followed a request by the District Attorney for two legal clerk positions. The two clerks were to fulfill requirements of a new state law, ORS 181.511 (requires District Attorney to report disposition of all arrests for violation of the law). The District Attorney's request had been preceded by other requests for additional staff which the District Attorney said were in response to services mandated by the state.

The state's only contribution toward funding the District Attorney's office is an allotment to help defray the personnel costs of the District Attorney and Deputy District Attorneys. The executive department of the state appropriates and pays 75% of the District Attorney's salary directly. The State of Oregon also reimburses the County \$6,000 for each deputy whose salary is not otherwise supplemented by grants. All other costs of the office (presently \$2.8 million) are paid by the County, either with local funds or federal grants.

What is a mandated service? The dictionary definition refers to a command or order given by a higher authority to a lower one. In this case, the higher body is the Oregon State Legislature and the lower body the Multnomah County Board of County Commissioners. Mandated services are those required by Oregon statutes which specify that certain services shall be provided by the County. The question which is usually left unanswered is: What standard of quality and quantity of service must be provided? For example, how long can a citizen complainant be kept waiting? How thoroughly does a case need to be investigated? How vigorously prosecuted?

Oregon laws dictate many activities required of the District Attorney but do not designate required level of staff or service. The District Attorney and the Board of County Commissioners must therefore exercise their own discretion in determining proper staff levels to meet those legal requirements.

According to the criteria of an April, 1977, report (Financial Planning Report 9) by Multnomah County's Office of County Management, 90% of the appropriation from County general revenues to the District Attorney's office was for state mandated services. Only those programs which received significant federal grants were determined to be "non-mandated." However, FPR 9 specifically disclaimed dealing with the

question of level of mandated services, and indicated that the "level of service" question should be researched in the future.

We discussed the question of alternative levels of performing mandated services in our audit of the property tax collection function of the Multnomah County Assessment and Taxation Division last year (IAR #6-76). We reported then that taxation employees were carrying out their statutory duties accurately and courteously, but that more economical levels of service were possible. We noted that "Economy is given a lower priority relative to public relations, and Multnomah County provides services which exceed legal requirements." While we did not examine the District Attorney's office for non-mandated cost efficiencies, we feel reasonably certain that our statement concerning the taxation function could apply to most departments of the County to some degree.

Zero-based budgeting (ZBB) could provide a methodology by which the Board could identify alternative levels of mandated services and establish funding priorities. ZBB requires a major commitment of resources, and is probably best implemented as part of a long-range management by objectives approach.

The City Council of Wilmington, Delaware used ZBB to deal successfully with a \$2.6 million budget gap. Wilmington was forced to choose between raising taxes, reducing service levels, and not funding the lowest priority service levels.\*

Detailed identification of all services provided, regardless of funding source, preceded identification of service levels in Wilmington. Budget managers were instructed to present three or four levels of funding options with the first level not to exceed 40-60% of current expenditures. Priorities were then ranked on the basis of predetermined criteria in the "crucial and distinctive step in ZBB".

Wilmington Council members identified 196 service levels, of which 34 were lumped together as a "basic" group of essential services which were ranked above all other levels. The remaining service levels were divided into four groups according to priority, and final decisions were made on that basis.

The most significant disadvantage of ZBB noted in the Wilmington case was the large increase in time, effort, and paperwork required. It was costly. However, ZBB could represent a method for digging behind the shield of "mandated services" which the Multnomah County Board of County Commissioners faces continually in its budget deliberations. ZBB could be utilized to help identify levels of service which must be provided under state law, with discretionary increments

\*"Zero-based budgeting in Wilmington, Delaware," Governmental Finance (the official publication of the Municipal Finance Officers Association of the United States and Canada), August, 1976.

for different service levels. Several other governmental jurisdictions are now using ZBB.

FEDERAL AND STATE GRANTS

Federal and state grants have been used extensively in recent years to assist existing programs, or to provide the incentive to create new programs in the Multnomah County District Attorney's office. Victims Assistance, Project Repay, and Rape Victim Assistance are programs which receive substantial support from outside the County to provide services previously unavailable to the people. Other grants support special prosecution units such as the Felony Auto Accidents, Major Violator (Career Criminals), Traffic Safety, and Child Support. These units target segments of existing caseload for special attention, and are often staffed at a richer level than strictly locally-funded programs. When the grants terminate, the District Attorney and the Board of County Commissioners either integrate the people and functions back into the traditional office organization, fund them out of local general revenue, or drop the program.

Much of the DA's office growth in the last five years has been attributable to this utilization of federal funds. The current District Attorney, Harl Haas, feels the continued use of federal dollars to provide better service is a sound practice. He has stated: "...the systematic and well-planned assumption of costs of these programs, if successful, reduces the catastrophic impact which would be felt locally if federal funds were not available."

Most grants require approximately 10% to 50% of the project to be paid with County funds. Grants currently operative in the District Attorney's office will expire between September 30, 1978, and September 30, 1979. These grants are detailed at Appendix D and listed in the schedule below. The amount of Multnomah County dollars required is shown in the first column:

NAME OF GRANT	Fiscal Year '77-78		Fiscal Year 1977 - 1978					
	Budget		POSITIONS					
	LOCAL SHARE*	TOTAL COST *	6/30/78	9/30/78	12/31/78	3/31/79	6/30/79	9/30/79
Domestic Relations	\$ 80,896	\$ 323,583	13					
Victims Assistance	16,548	99,581	4					
Project Repay	11,569	115,688	5 1/2					
Major Violator Grant	62,584	340,102	13					
Rape Victim Assistance	37,158	93,402	4					
Felony Auto Accidents	8,171	34,496	1					
TOTALS	\$216,926	\$1,006,952	40 1/2					

\*Projected to full year from budget data which originally showed only partial year funding for some grants.

The Oregon Attorney General has been formally requested to assume the Domestic Relations activities in Multnomah County, which are presently operating with the Domestic Relations Grant funding listed above. "Because all collection is now done through the (Oregon) Department of Human Resources, it seems logical to me to have the state assume the enforcement activity as well," Chairman Clark stated in a March, 1977, letter to the Attorney General.

The District Attorney's Domestic Relations program prosecutes non-welfare absent parents who are behind in their child support payments. Welfare recipients who have child support claims against ex-spouses are referred to the State of Oregon. Multnomah County pays 25% of the program cost of \$323,583, while the federal government pays the other 75%. The Attorney General has the authority to assume a county's enforcement activities and has taken over the caseload of a few Oregon counties.

U.S. Attorney General Griffin Bell has stated he is considering abolition of the Law Enforcement Assistance Administration, LEAA. This organization has been, and is, a major provider of federal grant monies to the Multnomah County District Attorney's office. Conceivably, if the County assumed 100% of all federally-funded DA programs, the local appropriation could increase over \$750,000 annually to the District Attorney's office without any increase in service.

According to County Budget Officer, Bruce Harder, the County Budget office presumption is that when federal grant funds disappear, the programs will not be refunded unless some other "baseline" programs in the office is terminated. Harder says this is the established County policy reflected in FPR #7\* that was used as the basis for the Multnomah County approved fiscal 1978 budget.

However, long-term policy intent regarding local funding of grant programs has seldom, if ever, been committed to writing beyond what is stated in the grant applications themselves. As noted previously, the total DA's budget has remained relatively constant in the last two years, but the locally funded portion has increased. This is partially because the County has assumed the cost of programs previously supported by federal grants.

Future budget projections for the District Attorney's office will need to address the real possibility of loss of all or part of the present \$750,000 federal funding. Alternatives for decreasing services or obtaining other funding will therefore need to be included in the

\*Financial Planning Report No. 7, Long-Range Revenue and Expenditure Constraints, Office of County Management, December, 1976. Multnomah County, Oregon.

three-year plan being requested from the District Attorney by the Justice Services Department Director, as discussed at page 14 of this report.

The historical impact of federal and state funds on the budget of the District Attorney's office is included in the summary budget data at Appendix B and is graphed on the analysis chart on page 9.

#### CASELOAD GROWTH

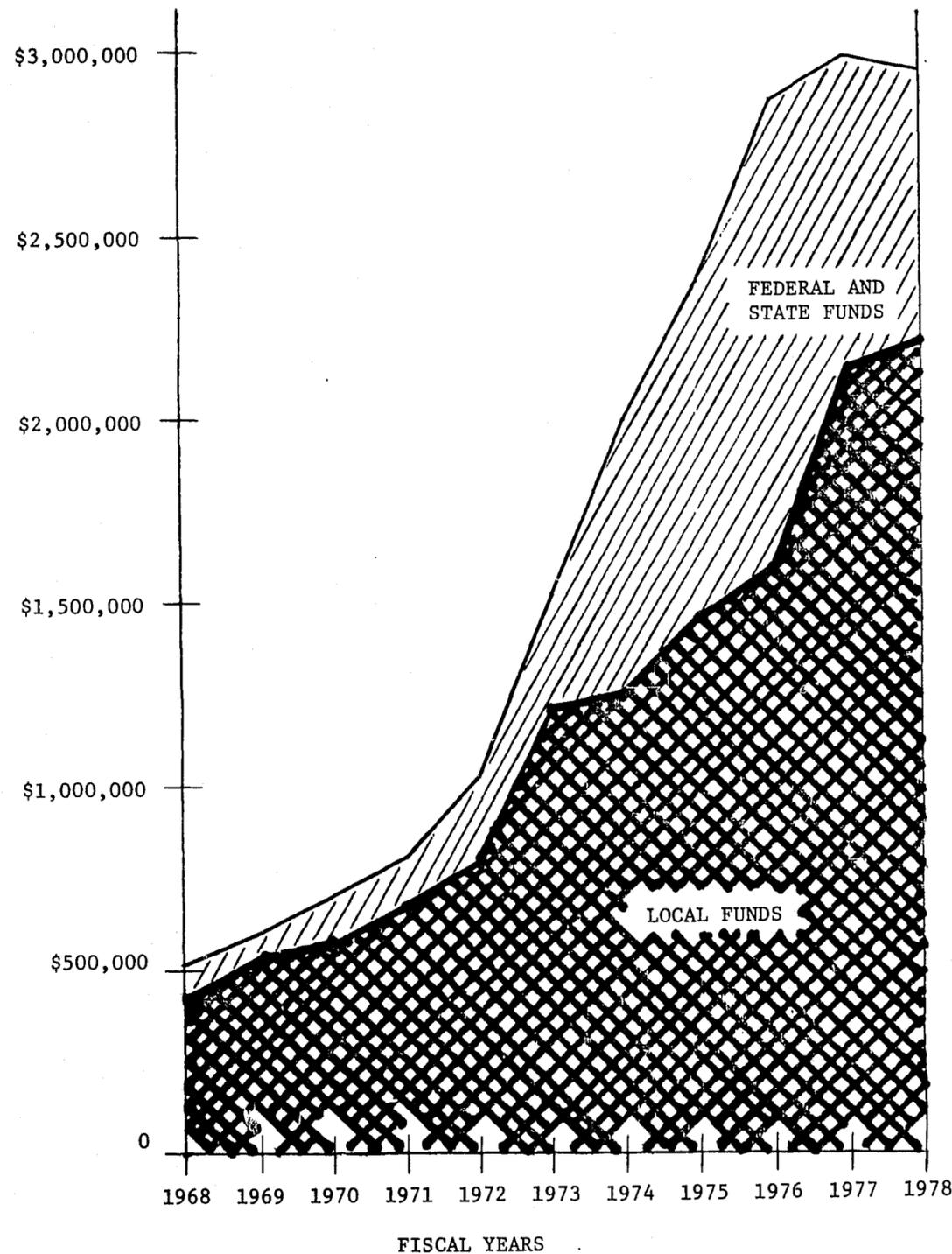
Comparison with court and law enforcement statistics indicates that the number of criminal cases processed through the criminal justice system\* has increased more slowly than has the District Attorney's budget and staff during the past ten years.

According to Court statistics, the number of felony cases filed in District Court increased 154% (817 to 2,072) from 1967 to 1976 and the number of criminal cases filed in Circuit Court increased 113% (1,706 to 3,627). Felonies are serious crimes generally punishable by imprisonment in the state penitentiary. Some felony cases are filed in both District Court (preliminary hearings), and Circuit Court (trial). The number of cases actually tried in Circuit Court decreased 25% (619 to 467) for the ten-year period 1967 through 1976.

Misdemeanors are less serious crimes which are usually punishable by no more than a year in the County jail. All misdemeanor cases are filed and tried in District Court. Court statistics show an increase of 282% (1,785 to 6,811) from 1967 to 1976 in non-traffic misdemeanors. Some of this growth was caused by closure of the City of Portland Municipal Court at the end of 1971.

\*Tracking the number of cases filed involves unreconciled inconsistencies because different agencies use different numbering systems. Variations occur when a case involves multiple defendants or multiple incidents. The courts assign a case number when each action is opened, whereas the Public Defender assigns a number whenever there is a defendant, charging document and one incident, regardless of whether the case is opened. The District Attorney counts cases by the number of defendants. Multiple incidents are often consolidated into one case. A uniform numbering system is needed in Multnomah County, as well as in most other jurisdictions, before reliable case tracking can be accomplished. The 1977 publication of the National District Attorney's Association, National Prosecution Standards, states "...there has been no systematic data collection in the nerve center of the criminal justice system to find out which police arrests are being translated into prison population statistics, which are not, and why."

MULTNOMAH COUNTY  
DISTRICT ATTORNEY'S OFFICE  
BUDGET RESOURCES  
FISCAL YEAR 1968 TO FISCAL YEAR 1978



Approximately 60% of the arrests in Multnomah County in 1976 were presented to the District Attorney for prosecution, according to combined Oregon Law Enforcement Council and DA statistics (22,276 arrests; 13,107 presentments; 9,890 cases issued).<sup>\*</sup> Considerable discretion is exercised by arresting officers, intake deputy district attorneys, and others in the system concerning which cases merit formal presentment to the District Attorney. Some differences in numbers may also be tied to the different systems used for categorizing what constitutes a case statistic. According to records kept by his office, Harl Haas issued formal charges against 75% of the persons presented to him for prosecution in 1976.

The District Attorney exercises a great deal of additional prosecutorial discretion throughout the judicial process. He decides which cases to file in court, whether to charge an accused person through a grand jury indictment or through a DA's information document, and whether or not to participate in plea bargaining.

Statistics regarding caseload data are detailed at Appendix C and in Supplementary Data Schedule I-1 through I-5.

COMPARATIVE PROGRAM DATA LACKING

Budgetary information as to costs of specific programs has been even more difficult to trace historically than case load numbers. We intended to break down the District Attorney's budget for fiscal years 1967 to 1977 by programs, thereby isolating costs from which causal connections to caseload statistics could be drawn, but adequate data was not available.

According to current and past administrative assistants to the District Attorney, the first time costs were identified by organizational or program units within the office was 1976. Prior to that time, no breakdown of the total budget was made. The 1967-69 budgets identified the portion spent on criminal, civil and domestic relations; the 1970-72 budgets added administration to the categories as a separate cost criteria; for recent years, 1976-78, costs are grouped by program according to organizational unit; while no allocation was made either in terms of dollars or people in 1973-75.

<sup>\*</sup>"Anywhere from 50 to 80 percent of felony cases initiated by the police go no further than the prosecutor's office, a preliminary hearing, or in some relatively few instances, the coroner or grand jury," says a December, 1970, article in the American Bar Association Journal. "Prosecutors and Early Disposition of Felony Cases," written by staff members of the American Bar Foundation, was an analysis of variations and similarities throughout the country in the prosecutor's role in disposing of felony cases.

We commend recent attempts by the District Attorney to isolate costs by unit. Good cost accounting data and quantifiable output objectives are necessary in order to measure performance in terms of services per dollar.

OTHER COUNTIES SURVEYED

The growth of the District Attorney's office both in terms of budget and number of people is not unique to Multnomah County. Questionnaires completed by county auditors from selected counties nationally indicate similar budget and personnel increases in the prosecutors' offices. Hennepin County, Minnesota; San Diego County, California; Salt Lake County, Utah; and King County, Washington, were selected for comparison because of similar demographics to Multnomah County. Washington and Lane Counties in Oregon were reviewed because of similar laws to Multnomah County.

Comparisons of growth trends over the last eleven years show that these counties have experienced similar District Attorney budget increases, with steadily increasing percentages of total county expenditures going to prosecutors in all of the counties. Data obtained from other jurisdictions is detailed in Appendix E with the percentage changes for the last four years shown on the bar chart at page 12.

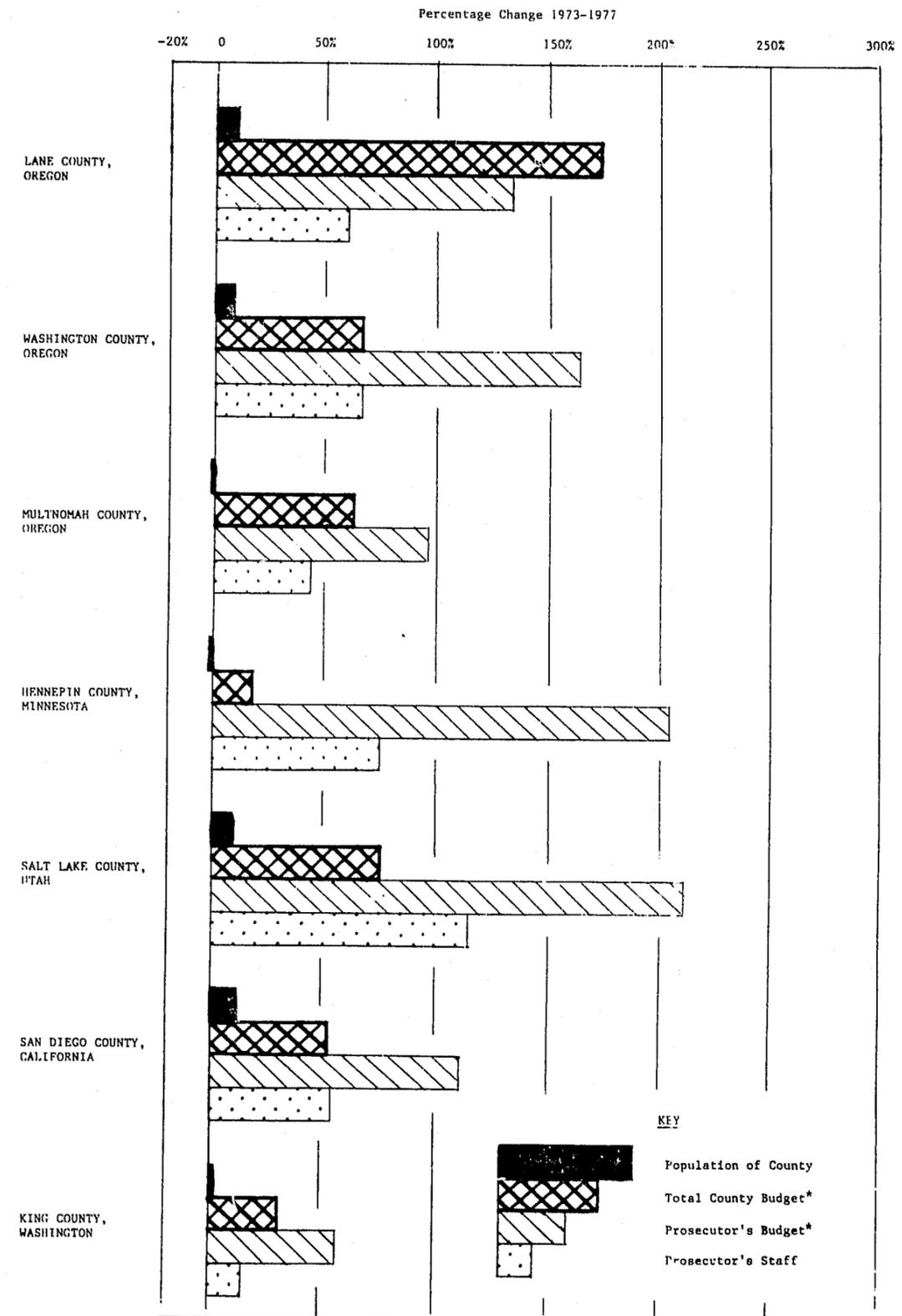
Similar growth in other counties does not, by itself, justify the growth experienced in Multnomah County, but it does put such growth in broader perspective.

We limited our comparisons with other counties to analyzing trends and percentages of growth, rather than identifying how many cases each deputy handles. Reliable statistics with which to make such comparisons are lacking. Available staff/workload standards for prosecutors are not specific and comparisons with other counties is risky because there are too many variations in the way other prosecutors and other justice systems record statistics. Further discussion of work standards measurement is contained at Recommendation 1.

OTHER VARIABLES

Quality of prosecution work is not reflected by growth statistics, nor has such quality been sufficiently defined by the legal profession for adequate objective measurement. The District Attorney and judges who play primary leadership roles in the justice system are elected officials who reflect personal philosophical approaches to prosecution. Their views on what constitutes high quality justice represent a strong force in determination of policies and procedures involved. Because DA's and judges are independently elected officials, they are answerable directly to the voters rather than the County Commissioners. The

MULTNOMAH COUNTY, OREGON  
 COMPARABLE NATIONAL AND STATE JURISDICTIONS' DATA  
 PERCENTAGE CHANGE 1973-1977



\*No adjustment for inflation has been made to any of the budget figures presented. Therefore, the percentage increases of County and Prosecutor's Budgets have an increment of approximately 35% for the four-year period 1973-1977, based on price level indexes for that period, which population and staff size numbers do not have.

County Commissioners, however, must approve all County budget allocations, including those for the courts and District Attorney.

#### NEED FOR STANDARDS

More specific criteria for determining staff/workload relationships in the DA's office as well as in other departments is needed in Multnomah County if the County Commissioners are to make their budget decisions on such grounds. We believe the National Prosecution Standards book recently published by the National District Attorney's Association can provide a basis for Multnomah County to develop specific staff/workload criteria in the District Attorney's office. The development of a computerized information system and long-range planning could also aid the process. To be successful, the process of formalizing staff/workload criteria will require the cooperation and joint effort of the Multnomah County District Attorney's staff, Justice Services staff, and the Board of County Commissioners.

#### OUTLOOK FOR FUTURE

We believe that the most fruitful future course would be for the Board of County Commissioners and District Attorney to jointly adopt guidelines (standards and workload indicators) for evaluating future District Attorney budget requests. While increases over the period studied have been greater in the District Attorney's office than in other areas of the County, all appropriations in these budgets were approved by the Board through established budget processes. Therefore, agreement as to proper relationship between workload and staff will need to be jointly agreed upon in advance by the Board of County Commissioners and the District Attorney.

The major roadblocks to informed analysis of staffing levels at this time seem to be the absence of management information, the lack of coordination between components of the criminal justice system, inadequate criteria standards, and inadequate long- or medium-range planning.

Current efforts by Multnomah County District Attorney Harl Haas and justice system planners to improve accountability are encouraging signs for the future. Several factors could be utilized in developing specific staff/workload criteria. *The National District Attorneys Association (NDAA) Standards provide some general staffing guidelines; Harl Haas, Multnomah County's District Attorney, is currently installing a computerized information system (PROMIS) that will provide case tracking and other workload statistics; national and local awareness has increased regarding the need for a unified case tracking method between different components of the criminal justice systems; Lee Brown, Director of Justice Services has requested that each Justice agency begin a process of developing a three-year plan to help identify and control future growth of the system; and the Multnomah County Criminal Justice Council is being utilized to share information among the various components of the Criminal Justice System.*

PROMIS (Prosecutor's Management Information System), when implemented, should generate management information and statistical data not now available under the current manual case tracking system. If County budget and personnel representatives actively participate in the definition of information elements and reporting formats, the system could bridge the data needs portion of the staffing evaluation gap.

PROMIS will cost \$100,350 to implement, but the District Attorney says it is expected to save the County \$360,000 in the next five years. The system is to be operational by June, 1978.

The Multnomah County Criminal Justice Coordinating Council was organized in April of 1976. It is composed of the Sheriff, City Police Chiefs, the District Attorney, Presiding Judges, Correction representatives, the Director of Justice Services, and administrators from each group. While the group has not solidified well to date, and participation is entirely voluntary, current participants appear enthusiastic and realize the possibility of planning together for growth and programs. Plans include a setting of goals and objectives on a long-term basis with an eye toward preparing a three-year projection of spending needs in criminal justice agencies.

The Director of Justice Services has requested that each agency in the Department begin a process of developing a three-year budget. Related to the three-year planning process will be an attempt to determine the proper resource allocation needed to adequately meet each justice agency's responsibilities. The three-year plan and analysis of adequate resource needs are both designed to assist the Department to achieve long-range cost containment/stability.

A National District Attorney's Association (NDAA) team visited Multnomah County in May, 1977. The team reviewed the District Attorney's office programs and operations. It was hoped that the team would have findings and recommendations on current and future staffing and funding patterns for the office, Harl Haas noted in a press release during the NDAA team's visit. The District Attorney had not received the team's final report at the time of our review.

RECOMMENDATION 1: Use the National Prosecution Standards to negotiate criteria for determining the proper level of professional staff.

A most important ingredient to a jointly-adopted plan to evaluate staffing needs of the District Attorney is agreement between the Board and DA on criteria and standards. Standards are guidelines used for comparing value, quantity or quality; a means of determining what a thing should or ought to be.

The National Prosecution Standards, supported by Law Enforcement Assistant Administration (LEAA) funding, were published early in 1977 by the National District Attorney's Association (NDAA). The standards address administration, staff personnel, training, and office policies and procedures in prosecutors' offices with the goal of increasing efficiency and expediting the reduction of crime. The NDAA's standards complement previously developed works including the American Bar Association Project on Standards for Criminal Justice, the National Advisory Commission on Criminal Justice Standards and Goals, and the American Law Institute's Code of Criminal Procedure and Model Penal Code.

We suggest use of the new NDAA Standards because they are the most specific and well-developed guidelines we found in our research. They were developed through grass roots participation by prosecutors throughout the country. The Standards book, 464 pages long, was released last spring after we began our study of the Multnomah County District Attorney's office. The forward states, "It is expected that these Standards have the potential of becoming the most far reaching project NDAA has ever undertaken." Multnomah County could again become a nation-wide role model if the Board and District Attorney could use these Standards to develop specific criteria for determining acceptable deputy staff size.

NDAA Standard 3.1 addresses the problem of determining the need for assistant or deputy district attorneys. The following eleven points are Factors identified at Standard 3.1 which should be taken into consideration:

1. The number of criminal cases that the office must deal with;
2. The amount and types of additional, non-criminal responsibilities vested with the prosecutor's office;
3. The number of specific crime-oriented programs being conducted in the office;
4. The geographic size of the jurisdiction;
5. The number of courts which the office must serve;
6. The number of branch offices in the jurisdiction;
7. The legal requirements for appearances by a member of the prosecutor's staff;
8. Stages of legal process;
9. The local speedy trial rules;

10. The size and complexity of the staff and the need for intermediate supervisory positions; and
11. Population of jurisdiction, including seasonal fluctuations, correctional institutional population, and other relevant considerations.

By assigning numerical values to each of these factors, a formula could be developed to quantitatively state the criteria to use in evaluating growth of the professional staff.

Several potential methods for measuring the need for additional deputies were considered in a 1972 study by the now defunct National Center for Prosecution Management. The 1972 Annual Report\* concluded that "the number of felonies processed annually by the prosecutor is a remarkable strong predictor of staff size. As a rule of thumb, the national average for the number of assistants in an office is roughly 1 for each 100 felony cases processed". Use of felony case load as an indicator of staff size would relate indirectly to all Factors of Standard 3.1 listed above, but especially to Factor 1.

The report emphasized that the ratio of 1 lawyer to 100 felony cases processed is a national average subject to many variations. The report cautions, "The reader should be well aware that staff size will tend to increase as special programs such as consumer fraud, organized crime and environmental pollution are undertaken by the prosecutor. In addition, as his organization increases in complexity and as his jurisdictional authority varies his response must be in terms of additional staff. It is apparent that the use of grand juries, the assumption of civil, appellate, juvenile or other quasi-criminal responsibilities and even the availability of court time all affect the number of assistants required to perform these tasks. National averages...could be interpreted as a baseline to which most prosecutors should aspire to act at the minimum".

Multnomah County fits many of the conditions listed above which tend to increase staff size and which are listed as Factors in NDAA Standard 3.1. As we stated in the introductory portion of this report, attempts to tie down the exact number of felonies processed annually are not totally conclusive because of inconsistent case numbering systems and lack of adequate audit trail to reconcile

\*Sponsoring organizations: National District Attorneys Association, National College of District Attorneys, and Institute for Court Management; prepared under LEAA Grant 71-DF-1093.

overlap. As a rough guide, using Circuit Court criminal filings as the base, the felony caseload for Multnomah County for 1976 would be 1 deputy DA for 68 cases (53 lawyers for 3,627 cases). We caution against the use of this ratio to draw any broad conclusions, and include it in this report only as a potential future growth guideline consideration.

Analysis of the Circuit Court criminal caseload for the past ten years shows an average of 83 cases per year per Deputy District Attorney. Based on this historical record, an acceptable ratio might be 1 attorney for every 70 to 90 Circuit Court criminal cases filed during the previous calendar year.

	Circuit Court Criminal Cases Filed	Number of Deputy DA's	Ratio of Deputies to Cases
1967	1,706	22	1 / 78
1968	2,683	22	1 / 122
1969	2,710	25	1 / 108
1970	2,633	29	1 / 91
1971	3,142	31	1 / 101
1972	3,117	36	1 / 87
1973	3,222	44	1 / 73
1974	3,208	46	1 / 70
1975	3,854	50	1 / 77
1976	3,627	53	1 / 68
10 Year TOTALS	29,902	358	1 / 83
AVERAGES	2,990	36	1 / 83

Some felony caseload statistics for eight large counties from other states are shown at Supplementary Data Schedule J. These statistics were collected for other purposes by the National District Attorney's Association in a 1972-74 survey and do not include any budget information. The data is not sufficiently detailed or verified for us to draw any overall workload conclusions about any of these eight counties.

Another specific guideline which might be considered would be for the Board and District Attorney to agree what percentage of the DA's work load is to be devoted to the performance of certain functions. (This could be a method for dealing with Factors 1, 2, 3, 5 and 7 of NDAA Standard 3.1 listed above.) For example, a hypothetical simplified matrix for the District Attorney might show:

Function	Mandate	Suggested Workload Percentage
Prosecution duties	ORS 8.650	75%
Juvenile Court duties	ORS 8.685	10%
Attending other terms of Court	ORS 8.660	5%
Sub-total, state mandates		90%
Victim advocates and other programs	Elected DA's professional objectives	10%
TOTAL workload		100%

The difficult questions of accounting for time expended and determining acceptable level of service would still need to be addressed under any such alternative. Some method such as the zero-based-budget approach which we discussed under the Mandated Services section of this report would be necessary to identify different possible levels of service.

Elsewhere in the NDAA Standards are indicators of the reasonableness of staff size. For example, relative to Factors 1, 5, and 7 of Standard 3.1, the Standards suggest that the trial division of each prosecutor's office should have at least two full-time attorneys for each trial judge conducting felony trials on a full-time basis, or the equivalent part-time situations. The Standards also state that some functions, like domestic relations, should utilize para-legals and other non-lawyers to perform the more routine administrative tasks.

In order for any standard or criteria to work, it must first be agreed to by both the program administrator and the evaluator. Indicators should not be extracted from the Standards, or any other publication and simply applied to the DA without his cooperation and input regarding local circumstances. In evaluating staffing needs for specific units or functions within the office, the different procedures employed for different types of crimes would need to be taken into account.

\*Multnomah County will add a new Circuit Court Judge in July, 1978, bringing to 19 the total number of Multnomah County Circuit Court Judges. An analysis of the probable fiscal impact of this increase was prepared by the Budget Division of the Office of County Management in July, 1977. They estimated that 50% of Circuit Court Judges' time is occupied with trials requiring Deputy DAs' appearances. Using an adaptation of the Standards criteria, this in-house budget analysis concluded that one additional Deputy DA would be needed to bring the total number of Deputy DA's assigned to the Circuit Court trial unit to 18.

RECOMMENDATION 2: Consider developing  
specific clerical/workload standards.

"Even comprehensive and highly refined manual operations cannot cope with the increasing serious problems of information availability and paper flow within our office," noted the District Attorney in a request to the Board of County Commissioners for implementation of the computer program PROMIS (Prosecutor's Management Information System). Clerical duties and staff/workload levels are being studied as one part of the District Attorney's effort to meet the office's ever increasing paper flow/information needs.

Implementation of PROMIS includes a \$15,000 contract for an evaluation of some clerical duties. The PROMIS evaluation is limited to identifying the proper data input points for the computer information system.

Standard 3.6A of the NDAA National Prosecution Standards says there should be no less than one secretary for every two full-time attorneys in the office. But, "because of the complexities of large offices, Task Force VI (of which Multnomah County would be included due to size) felt it inappropriate to endorse this ratio." The Standard only applied to secretaries utilized primarily for dictation and typing. Another Standard (3.7) recognized the need (but gave no ratio guidelines) for clerical staff utilized as switchboard operators, file clerks, receptionists, key punch operators, terminal operators, and the like.

The Multnomah County District Attorney presently has five clerical positions for every four lawyers (73 to 56). The minimum standard for smaller offices mentioned above would be two secretaries for every four lawyers.

We found no guidelines concerning the hiring of assistants (program people) who are not lawyers, secretaries, investigators, para-legals, or office managers in any of the research we performed. The need for these positions should be evaluated using established Multnomah County criteria.

(The current staff of the District Attorney's office includes 56 lawyers, 73 clerical workers, and 20½ others, for a total of 149½ employees. "Other employees" include staff assistants, project coordinators, legal clerks, financial analysts, evaluators, victim advocates, and other administrative personnel.)

Detailed breakdowns showing federal grant program staff loads for the past five years are shown at Supplementary Data Schedule H-1. Even with the acquisition of some sophisticated clerical processing equipment for the DA's office such as the word processing

unit, the office ratio of secretaries to attorneys is slightly higher than it was five years ago.

A more detailed analysis of acceptable level of clerical service may need to be done if the Board and the District Attorney are unable to arrive at mutually agreeable clerical staff/workload standards. The results of the PROMIS clerical evaluation and the NDAA study conducted in May, 1977, should assist in that process, but if that is not adequate, we recommend that the Board and DA consider commissioning a work flow study such as that done by WOFAC for the Multnomah County Finance Office and those done by other commercial enterprises.

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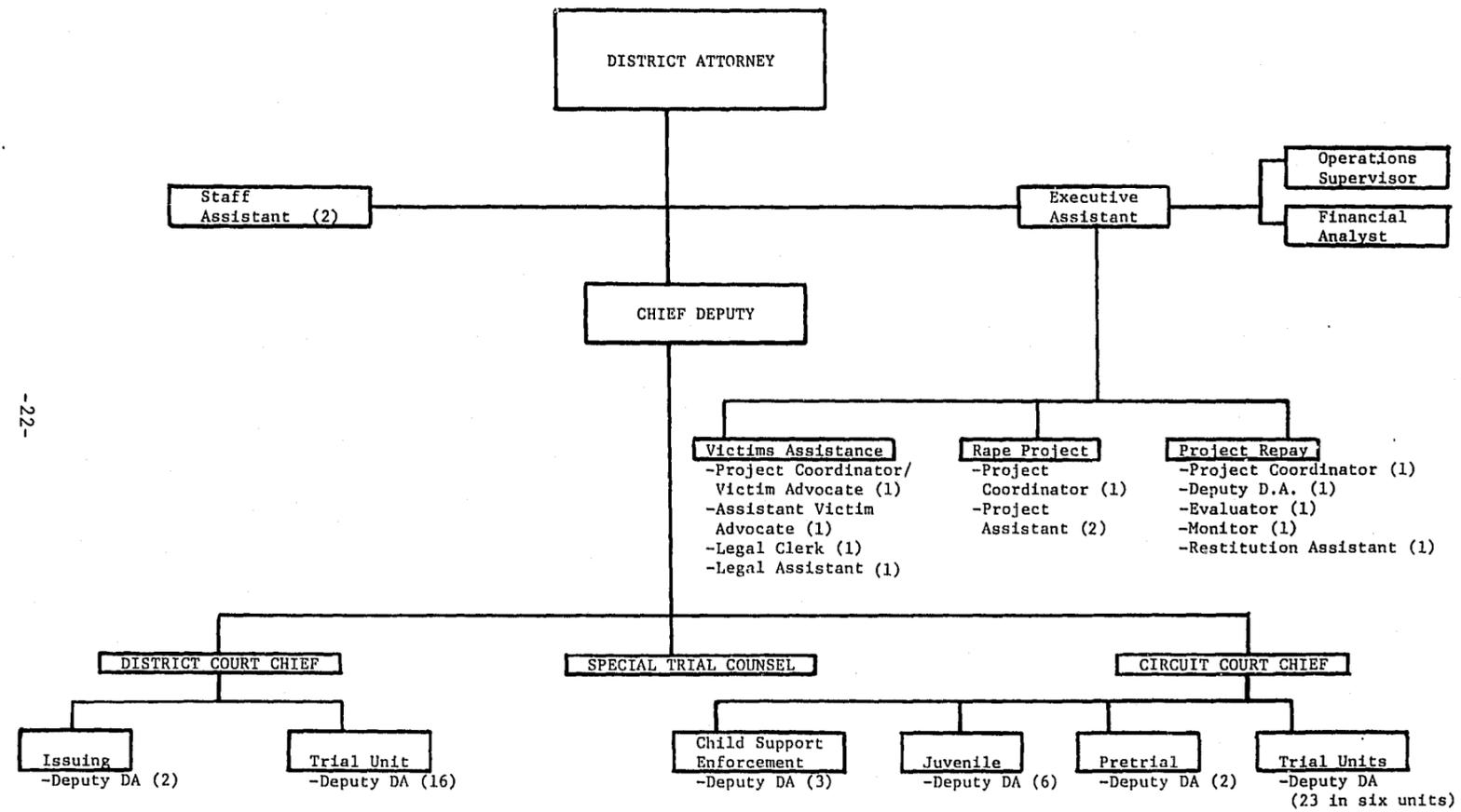
STAFFING ANALYSIS OF THE DISTRICT ATTORNEY'S OFFICE  
DEPARTMENT OF JUSTICE SERVICES

Internal Audit Report #4-77  
November, 1977

APPENDICES

- A. District Attorney's Office - Organization Chart
- B. District Attorney and Multnomah County Budget Data, 1967-1978
- C. Summary Caseload Statistics, 1968-1976
- D. District Attorney's 1977-78 Grants
- E. Comparable Jurisdictions Data
- F. Responses:
  - 1. District Attorney
  - 2. County Chairman

DISTRICT ATTORNEY'S OFFICE  
ORGANIZATION CHART (1)



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(1) Prepared by the Multnomah County Auditor's office from information furnished by the District Attorney.

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APPENDIX A  
November, 1977

DISTRICT ATTORNEY AND MULTNOMAH COUNTY  
SUMMARY BUDGET DATA  
Fiscal Years 1967 to 1978

	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978
District Attorney's Budget Resources:												
Federal & State Funds		\$ 85,000	\$ 85,000	\$ 125,000	\$ 125,000	\$ 229,663	\$ 316,468	\$ 728,078	\$ 922,002	\$ 1,270,016	\$ 848,988	\$ 730,206
Local Funds	\$ 408,976	424,606	516,219	568,928	680,448	799,699	1,203,462	1,266,003	1,456,809	1,592,377	2,135,081	2,212,362
<b>TOTAL D/A BUDGET (1)</b>	<b>\$ 408,976</b>	<b>\$ 509,606</b>	<b>\$ 601,219</b>	<b>\$ 693,928</b>	<b>\$ 805,448</b>	<b>\$ 1,029,362</b>	<b>\$ 1,519,930</b>	<b>\$ 1,994,081</b>	<b>\$ 2,378,811</b>	<b>\$ 2,862,393</b>	<b>\$ 2,984,069</b>	<b>\$ 2,942,568</b>
<b>TOTAL MULTNOMAH COUNTY BUDGET (1)</b>	<b>\$44,563,174</b>	<b>\$54,610,120</b>	<b>\$60,611,194</b>	<b>\$53,441,997</b>	<b>\$57,776,449</b>	<b>\$64,923,144</b>	<b>\$73,074,622</b>	<b>\$107,161,144</b>	<b>\$110,273,339</b>	<b>\$112,855,276</b>	<b>\$118,846,036</b>	<b>\$131,717,913</b>

District Attorney's Budgeted Personnel:	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978
Lawyers	22	22	25	29	31	36	44	46	50	53	56	56
Clerical	23	23	25	25	37	39	52	61	62	64	72	73
Other	1	4	6	6	6	8	8	8	9	15	20½	20½
<b>TOTAL D/A PERSONNEL (2)</b>	<b>46</b>	<b>49</b>	<b>56</b>	<b>60</b>	<b>74</b>	<b>83</b>	<b>104</b>	<b>115</b>	<b>121</b>	<b>132</b>	<b>148½</b>	<b>149½</b>
<b>TOTAL MULTNOMAH COUNTY PERSONNEL (3)</b>	<b>2,158</b>	<b>2,539</b>	<b>2,507</b>	<b>2,629</b>	<b>2,740</b>	<b>3,011</b>	<b>2,875</b>	<b>2,737</b>	<b>2,403</b>	<b>2,292</b>	<b>2,455</b>	<b>2,500</b>

DA's Budget as a PERCENTAGE of total County Budget

	.92%	.93%	.99%	1.30%	1.39%	1.59%	2.08%	1.86%	2.16%	2.54%	2.51%	2.23%
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DA's Personnel as a PERCENTAGE of total County Personnel

	2.13%	1.93%	2.23%	2.28%	2.70%	2.76%	3.62%	4.20%	5.04%	5.76%	6.05%	5.98%
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- (1) SOURCE: Multnomah County approved budget documents, including supplements.
- (2) SOURCE: 1967-71, Multnomah County personnel budgets; 1972-78 Multnomah County District Attorney as per Schedule H-1.
- (3) SOURCE: 1967-76, Annual Reports of the Multnomah County Tax Supervising and Conservation Commission; 1977 and 1978 Multnomah County budget documents budgeted positions.

MULTNOMAH COUNTY, OREGON  
SUMMARY CASELOAD STATISTICS  
1968 - 1976

YEAR	ARRESTS <sup>(1)</sup>			DA'S INTAKE <sup>(2)</sup>		MISDEMEANORS <sup>(3)</sup>			FELONIES <sup>(4)</sup>				
	PART I Crimes (more serious)	PART II Crimes (less serious)	Total	Considered	Issued	Filed in District Court	Cases Filed		Circuit Court <sup>(5)</sup>		Circuit <sup>(6)</sup> Court Convictions	Circuit <sup>(7)</sup> Court Trials	
							District Court	Circuit Court	Charging Document DA'S Information	Grand Jury Indictments			
1967	Not Available					1,785	817	1,706				619	
1968	4,459	11,879	16,338			1,163	855	2,683				522	
1969	5,372	11,787	17,159			778	1,210	2,710				621	
1970	5,436	14,668	20,104			1,001	1,122	2,633				602	
1971	6,151	15,547	21,698			1,074	528	3,142				666	
1972	6,461	17,533	23,994			7,903 <sup>(8)</sup>	2,093 <sup>(8)</sup>	3,117	86	2,340		657	
1973	5,752	14,319	20,071	7,442	5,924 <sup>(9)</sup>	5,504	1,954	3,222	169	2,247	1,765	530	
1974	7,295	13,822	21,117	9,917	7,993 <sup>(9)</sup>	7,054	2,302	3,208	128	2,428	2,148	496	
1975	8,390	13,847	22,237	12,350	9,251	6,659	2,084	3,854	833	1,833	2,186	584	
1976	8,508	13,768	22,276	13,107	9,890	6,811	2,072	3,627	1,278	1,377	2,211	467	
PERCENTAGE INCREASE (DECREASE)													
67-76						282%	154%	113%				(25%)	
68-76	91%	16%	36%			486%	142%	35%				(11%)	
73-76	48%	(4%)	11%	76%	67%	24%	6%	13%	656%	(39%)	25%	(12%)	

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(1) SOURCE: State of Oregon Law Enforcement Council. "Part I" and "Part II" are designations of types of crime standardized by the FBI. Part I crimes are more severe, such as murder, rape, robbery, aggravated assault and burglary. Part II crimes are less serious and would include most misdemeanors. 1967 statistics not available on FBI summary computer tape.

(2) SOURCE: Multnomah County District Attorney. Cases considered are those presented to the DA for prosecution. Cases issued are those accepted by the DA for prosecution. The difference between the two numbers is the "declined prosecution rate", currently 25%.

(3) SOURCE: "Judicial Administration in the Courts of Oregon". Misdemeanors are less serious crimes usually punishable by no more than a year in county jail, rather than the state penitentiary. These statistics do not include traffic cases. Beginning 1/1/72, violations of the municipal ordinances of the City of Portland which previously had been handled by the City Attorney through Municipal Court were filed in District Court and prosecuted by the Multnomah County DA.

(4) SOURCE: "Judicial Administration in the Courts of Oregon". Felonies are serious crimes punishable by imprisonment in the state penitentiary. Many felonies are originally filed in District Court to accommodate initial appearances and preliminary hearings. All felony cases are filed in Circuit Court for disposition.

(5) SOURCE: Multnomah County District Attorney. A 1975 amendment to the Oregon Constitution allows initiation of a felony case in Circuit Court either through a Grand Jury indictment or a District Attorney's information bypassing the Grand Jury. "DA's Information" is the name of a specific charging document issued by the District Attorney. Prior to 1975 most felonies went through the Grand Jury.

(6) SOURCE: Multnomah County District Attorney. This is the number of defendants convicted. It includes guilty pleas as well as convictions at trial.

(7) SOURCE: "Judicial Administration in the Courts of Oregon".

(8) Portland Municipal Court was merged into the Multnomah County District Court on 1/1/72. Violations of City of Portland ordinances and preliminary felony matters previously heard by the Municipal Court are now filed in the District Court.

(9) Intake statistics for 1973 and 1974 appear to understate caseload when compared to total District Court filings. District Court filings were obtained as noted at footnotes (3) and (4) while intake statistics were taken from the published Annual Reports of the District Attorney's office for those years. No attempt was made to reconcile the seeming incongruities.

IAR #4-77  
APPENDIX C  
November, 1977

MULTNOMAH COUNTY  
DISTRICT ATTORNEY'S OFFICE  
GRANT FUNDS(1)  
FY 1977-78

DESCRIPTION OF GRANT	FUNDING BREAKDOWN				PERSONNEL BREAKDOWN				TERM		
	Federal \$	State \$	Local \$	Total \$	Lawyers #	Clerical #	Other #	Total #	Beginning Date	Ending Date	Extended Ending Date
Domestic Relations To locate and try persons against whom complaints are filed for failure to comply with court ordered child support payments.	242,687		80,896	323,583	3	10		13	10/01/76	09/30/78	
Victims Assistance To assist the victim of crime to recover property and facilitate prosecution of the offender.	79,745	3,588	16,348	99,681		2	2	4	07/01/75	06/30/78	06/30/79
Project Repay To explore and implement the concept of restitution as an alternative to the traditional treatment of offenders.	104,119		11,569	115,688	1	1	3½	5½	10/01/76	09/30/78	
Major Violator Grant(2) To reduce the number of offenders who habitually repeat dangerous and violent crimes.	277,518		62,584	340,102	5	5	3	13	10/01/76	09/30/77	09/30/78
Rape Victim Assistance Grant(2) To increase reporting of rape incidents, to prevent the crime of rape, and to increase convictions in rape cases.	53,822	2,422	37,158	93,402		1	3	4	10/01/74	12/31/77	12/31/78
Felony Auto Accident Grant(2) To investigate, indict and try all fatal accident cases occurring in Multnomah County.	26,325		8,171	34,496	1			1	10/01/76	09/30/77	09/30/78
	TOTAL PERSONNEL				10	19	11½	40½			

- (1) SOURCE: Multnomah County 1977-78 approved budget document, except for extrapolations explained at footnote 2, which were obtained from the District Attorney's Office.
- (2) Applications have been submitted for continued funding of these grants. The funding breakdown assumes the grants will be awarded. The amounts shown are extrapolations of current grants to a full year basis.

MULTNOMAH COUNTY, OREGON AND OTHER COUNTIES  
COMPARABLE NATIONAL AND STATE JURISDICTIONS DATA

	<u>1967</u>	<u>1970</u>	<u>1973</u>	<u>1977</u>	<u>Percent Change(3) 1967-77</u>	<u>Percent Change(3) 1973-77</u>
<b>MULTNOMAH (Oregon) (1)</b>						
Population	555,700	544,668	556,000	553,000	- (1) %	- (1) %
County Budget	\$ 44,563,174	\$ 53,441,997	\$ 73,074,622	\$ 118,846,036	+167 %	+ 63 %
Prosecutor Budget	\$ 408,976	\$ 693,928	\$ 1,519,930	\$ 2,984,069	+630 %	+ 96 %
Prosecutor Staff	46	60	104	148½	+223 %	+ 43 %
Deputy DA'S	22	29	44	56	+155 %	+ 27 %
<b>LANE (Oregon) (1)</b>						
Population	204,000	215,400	230,000	252,000	+ 24 %	+ 10 %
County Budget	\$ 14,821,131	\$ 23,220,394	\$ 32,443,563	\$ 88,916,491	+500 %	+174 %
Prosecutor Budget	\$ 127,999	\$ 269,327	\$ 587,091	\$ 1,373,756	+973 %	+134 %
Prosecutor Staff	18	26	35	56	+211 %	+ 80 %
Deputy DA'S	9	11	14	24	+167 %	+ 71 %
<b>WASHINGTON (Oregon) (1)</b>						
Population	128,000	137,140	182,500	199,000	+ 55 %	+ 9 %
County Budget	\$ 4,637,631	\$ 11,038,946	\$ 11,086,357	\$ 18,555,047	+300 %	+ 67 %
Prosecutor Budget	\$ 43,989	\$ 73,481	\$ 106,305	\$ 280,490	+538 %	+164 %
Prosecutor Staff	?	10	15	25	+257 %	+ 67 %
Deputy DA's	4	6	8	13	+225 %	+ 63 %
<b>HENNEPIN (Minnesota) (2)</b>						
Population	-	-	932,000	924,000	-	- (1) %
County Budget	-	-	\$247,025,273	\$291,068,060	-	+ 18 %
Prosecutor Budget	-	-	\$ 1,041,489	\$ 3,175,211	-	+205 %
Prosecutor Staff	-	-	67½	118	-	+ 75 %
<b>SALT LAKE (Utah) (2)</b>						
Population	-	459,000	488,000	530,000	-	+ 9 %
County Budget	-	\$ 29,637,275	\$ 57,151,749	\$100,495,600	-	+ 76 %
Prosecutor Budget	-	\$ 243,000	\$ 689,000	\$ 2,153,000	-	+212 %
Prosecutor Staff	-	22	46	99	-	+115 %
<b>SAN DIEGO (California) (2)</b>						
Population	1,243,000	1,358,000	1,474,000	1,657,000	+ 33 %	+ 12 %
County Budget	\$124,000,000	\$198,000,000	\$297,000,000	\$453,000,000	+265 %	+ 53 %
Prosecutor Budget	\$ 1,064,000	\$ 1,948,000	\$ 3,880,000	\$ 8,232,000	+674 %	+112 %
Prosecutor Staff	-	168	265	395	-	+ 49 %
<b>KING (Washington) (2)</b>						
Population	1,098,500	1,159,375	1,143,800	1,155,700	+ 5 %	+ 1 %
County Budget	\$ 64,642,196	\$ 91,729,482	\$127,038,980	\$166,974,490	+158 %	+ 31 %
Prosecutor Budget	\$ 622,916	\$ 1,018,660	\$ 1,668,174	\$ 2,624,643	+321 %	+ 57 %
Prosecutor Staff	-	78	100	115	-	+ 15 %

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(1) SOURCE: County budget documents; statistics gathered by Multnomah County Auditor's Office.

(2) SOURCE: Questionnaires regarding Hennepin, Salt Lake, San Diego and King Counties were completed by the County Auditors of those counties from their local budget documents. The questionnaires were prepared at our request for purposes of this report.

(3) No adjustment for inflation has been made to any of the budget figures presented. Therefore, the percentage increases of County and Prosecutor's Budgets have an increment of approximately 80% for the eleven-year period 1967-77 and 35% for the four-year period 1973-77, based on price level indexes for those periods, which population and staff size numbers do not have.

IAR #4-77  
APPENDIX E  
November, 1977

**HARL HAAS, District Attorney for Multnomah County**

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November 1, 1977



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Jewell Lansing  
Multnomah County Auditor  
Multnomah County Courthouse  
Portland, OR 97204

Dear Mrs. Lansing:

We have received the draft of your report of the staff audit your office did of the Multnomah County District Attorney's Office. We appreciate the opportunity to comment upon the report and to have our comments included within its covers.

Let me first acknowledge that your task could not have been an easy one. The numerous changes in Oregon laws, the reorganization of the local courts, the changes in county budget mechanisms combined with the difficulty of interpreting criminal justice statistics no doubt made your study difficult and confounding.

It is our opinion, upon careful reading of the report that you and the members of your staff approached the task with a sincere interest in remaining objective and in generating a report that would be fair to all concerned. However, the difficulties previously mentioned cannot help but cast much of the information you received in question.

There can be no argument with your finding that prosecutors offices are experiencing growth throughout the country. And there can be no real surprise that this is happening as legislatures across the country continue to mandate new services and expand upon existing ones. However, to place the growth of the Multnomah County office in better perspective, you might have mentioned that in almost every other county the rate of growth was greater (see Appendix E) than in Multnomah County. Several of the major flaws in the report should be pointed out in that we believe they are the basic foundation of your findings and cannot help but change the report in its entirety.

1.) Your comparison of Multnomah County with other counties did not also compare their court systems. The consolidation of the Municipal and District Courts in Multnomah County has not been duplicated in most other jurisdictions leaving a City Attorney's office to try those minor city ordinance violations and misdemeanor crimes handled in our District Court.

2.) Confidence in your report and its findings would be increased substantially had you had the time or taken the time to do desk audits of both clerical and professional personnel. Applying a formula to determine workload/personnel ratios can only be an academic exercise if all existing personnel are occupied and busy in the existing staffing pattern.

3.) Throughout the report in reference to staff workload allocations there is a consistent failure to take into account the number of attorneys (10) who have no Circuit or District Court responsibility but who do have mandatory obligations in juvenile and domestic relations courts.

4.) The implication that the District Attorney's Office is overstaffed in relation to certain formulas does not take into account nor mention the number of clerical employees who perform basically paralegal (trial assistant) work nor the number who do work which in other jurisdictions would be performed by either court or police personnel.

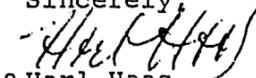
5.) The flow charts developed by your office are very well done and demonstrate a substantial understanding of the variations within the system when processing cases. They do, however, fail to mention the post conviction/post sentence work performed in probation revocations and work with probation, corrections and parole departments.

6.) The continued references to the federal programs in the District Attorney's Office and the dramatic effect they will have on the budget when and if they are assumed locally must acknowledge that in four of these programs the services are mandated and would have been a burden on the local budget in any event. The Domestic Relations program, the D.U.I.L. Program, the Negligent Homicide Program and the Career Criminal Program all deliver mandated services. Rather than cause alarm at the impact of maintaining these services on county funds we should be commended for locating and acquiring other funding sources for these required services.

7.) The figures quoted in your report indicating that the District Attorney's Office employs 5.98% of the county's personnel while spending only 2.23% of the county budget, viewed with the knowledge that we have perhaps the largest percent of professional employees, indicates that we are making an outstanding effort to keep costs down. The cost of operating the District Attorney's Office is almost exclusively manpower and these figures indicate that our spending is not out of line.

Finally, we seriously doubt that manpower/workload formulas can be applied with any degree of success in any county office. We believe that this is most unlikely in an operation as complex as the District Attorney's Office where the workload is almost entirely outside the control of the District Attorney. It is our belief that manpower and budget requests from this office should continue to be evaluated on their merits.

Sincerely,

  
-28 Harl Haas  
District Attorney



MULTNOMAH COUNTY OREGON

OFFICE OF THE CHAIRMAN  
BOARD OF COUNTY COMMISSIONERS  
ROOM 606 COUNTY COURTHOUSE  
PORTLAND, OREGON 97204  
(503) 248-3308

COUNTY COMMISSIONERS  
DON CLARK, Chairman  
DAN MOSEE  
ALICE CORBETT  
DENNIS BUCHANAN  
MEL GORDON

October 20, 1977

Mrs. Jewel Lansing  
County Auditor  
Room 412 County Courthouse  
Portland, OR 97204

Dear Mrs. Lansing

Justice Services has grown in its use of resources at a rate twice that of the growth of the County's resources. Most of that increase came at the expense of Human Services Programs.<sup>1</sup>

Within Justice Services, the District Attorney's budget has grown three times as fast as the growth of County resources.

The County cannot allow cost growth of over eight percent per annum without returning to its former state of fiscal instability.<sup>2</sup> Controlling cost escalation in the DA's budget will aid considerably in maintaining the County's solid fiscal condition. There are only so many dollars for anything, and that includes public programs. "We cannot have all the things we want, crime prevention included."<sup>3</sup>

<sup>1</sup>See Financial Planning Report #8, published by the Office of County Management in January, 1977.

<sup>2</sup>See Financial Planning Report #7, published by the Office of County Management in December, 1976.

<sup>3</sup>Herbert L. Packer, The Limits of the Criminal Sanction, Stanford University Press, Stanford, California, 1968, p. 259.



Page 2  
October 20, 1977  
Jewel Lansing

While the Auditor's report does not outline specific criteria to aid the Board of County Commissioners in making decisions on requested increases in the DA's budget, it does aid by:

- 1) Setting down historical data on comparisons of the DA's budget to the County budget;
- 2) Alerting us to the need to plan for the expiration of \$750,000 in federal grant programs between 9-30-78 and 9-30-79; and
- 3) Providing collected information that should be helpful in developing criteria on which to judge future budget requests.

The latter point should be followed up by the Director of Justice Services, supported by the Office of County Management suggesting criteria to the District Attorney on which to base decisions of staff and expenditure increases. Ideally they could mutually agree on such criteria.

This action should take place before the budgeting process for fiscal 78-79, which would mean a target date of January 15, 1978.

Sincerely

*Donald E. Clark*  
Donald E. Clark  
Chairman

sqdc

STAFFING ANALYSIS OF THE DISTRICT ATTORNEY'S OFFICE  
DEPARTMENT OF JUSTICE SERVICES

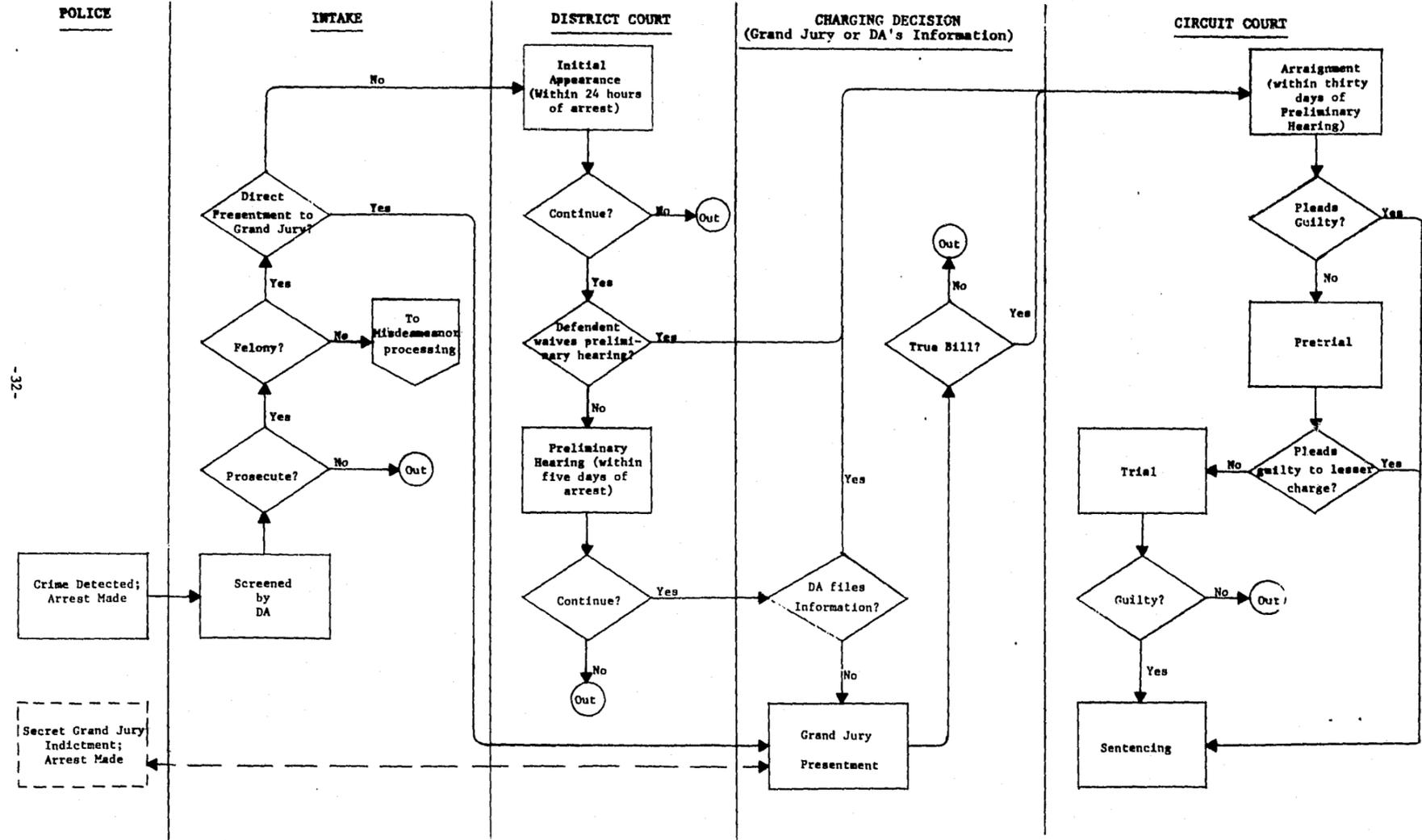
Internal Audit Report #4-77  
November, 1977

SUPPLEMENTARY DATA SCHEDULES

- G. Case Processing - Multnomah County
  - 1. Felony Processing Flow Chart
  - 2. Misdemeanor Processing Flow Chart
- H. Budget Data - Multnomah County
  - 1. District Attorney's Staffing Patterns - 1972-1978
  - 2. District Attorney's Budget by Organizational Unit, 1976-1978
  - 3. District Attorney's Budget Adjusted for Inconsistent Treatment of Personnel Costs and Internal Service Reimbursements
- I. Caseload Data
  - 1. Circuit Court Criminal Caseload, 1967-1976
  - 2. District Court Criminal Caseload, 1967-1976
  - 3. Multnomah County FBI Crime Index, 1968-1976
  - 4. Washington County Caseload Statistics, 1968-1976
  - 5. Lane County Caseload Statistics, 1968-1976
- J. Composite of Selected Factors for Representation Prosecutor's Office in Other Jurisdictions

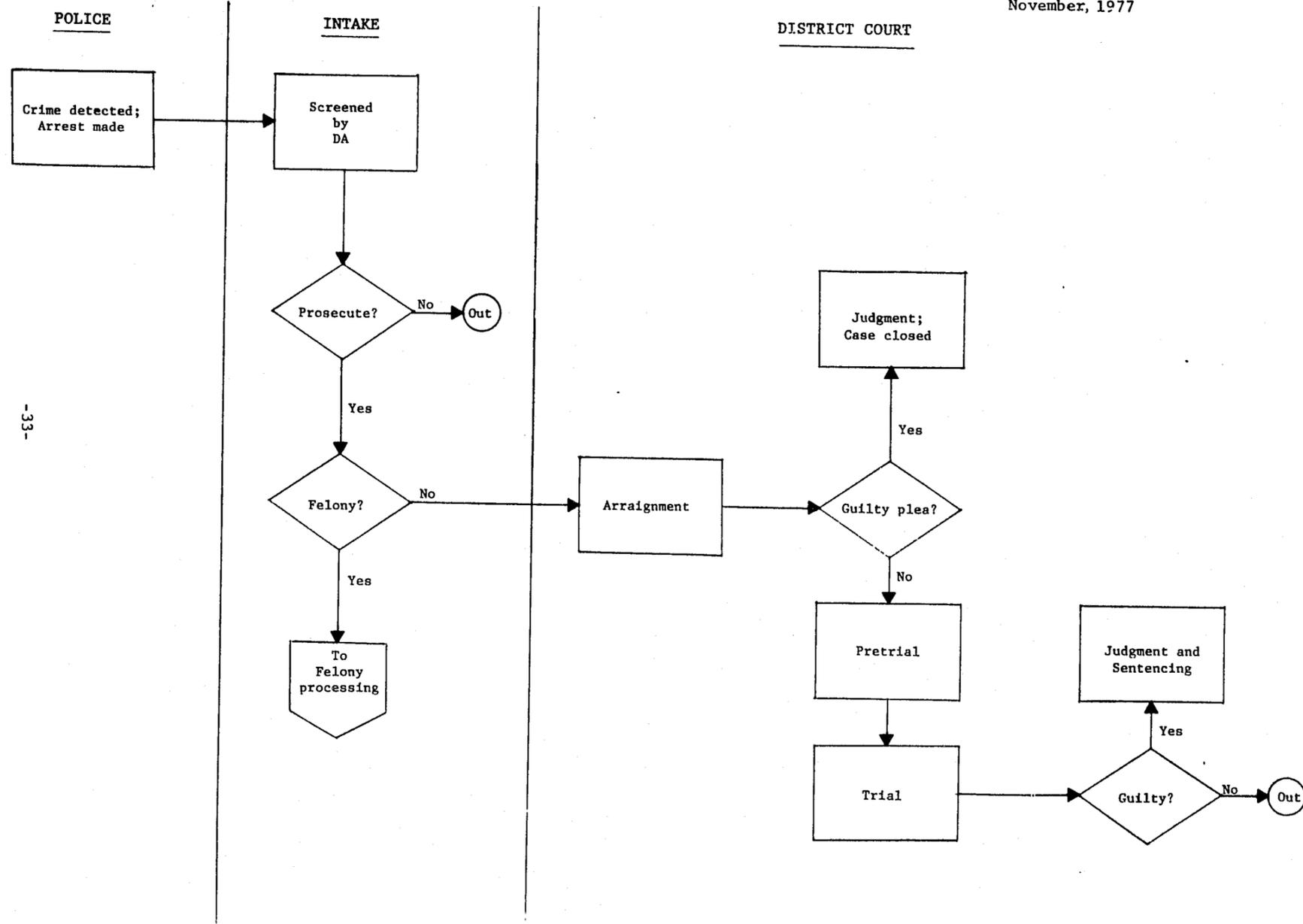
FELONY PROCESSING IN MULTNOMAH COUNTY

IAR #4-77 November, 1977  
 SUPPLEMENTARY DATA SCHEDULE G-1



MISDEMEANOR PROCESSING IN MULTNOMAH COUNTY

IAR #4-77  
SUPPLEMENTARY DATA SCHEDULE G-2  
November, 1977



MULTNOMAH COUNTY DISTRICT ATTORNEY  
 STAFFING PATTERNS 1972 THROUGH 1978(1) (2)

CATEGORY	1972- 1973	1973- 1974	1974- 1975	1975- 1976	1976- 1977	1977- 1978	Current Year Percentage of Total Staff <sup>(3)</sup>	Current Year Percentage <sup>(3)</sup>
<b>Lawyers</b>								
Local	31	33	40	38	41	46		82%
Federal grant programs	13	13	10	15	15	10		18%
<b>Total</b>	<b>44</b>	<b>46</b>	<b>50</b>	<b>53</b>	<b>56</b>	<b>56</b>	<b>37%</b>	<b>100%</b>
<b>Clerks</b>								
Local	49	58	54	46	54	54		74%
Federal grant programs	3	3	8	18	18	19		26%
<b>Total</b>	<b>52</b>	<b>61</b>	<b>62</b>	<b>64</b>	<b>72</b>	<b>73</b>	<b>49%</b>	<b>100%</b>
<b>Other Staff</b>								
Local	8	7	9	8	9	9		44%
Federal grant programs	0	1	0	7	11½	11½		56%
<b>Total</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>15</b>	<b>20½</b>	<b>20½</b>	<b>14%</b>	<b>100%</b>
<b>Total Staff</b>								
Local	88	98	103	92	104	109		73%
Federal grant programs	16	17	18	40	44½	40½		27%
<b>Total</b>	<b>104</b>	<b>115</b>	<b>121</b>	<b>132</b>	<b>148½</b>	<b>149½</b>	<b>100%</b>	<b>100%</b>

(1)SOURCE: Multnomah County District Attorney

(2)The personnel statistics do not include people utilized by the DA's Office who are employed as volunteers or under CETA programs, work-study programs or other special employment programs. Currently the DA utilizes 10 employees paid by CETA, work-study and other manpower programs. There are 15 volunteers in the Victim's Assistance and Rape Victim's Assistance programs. Two full-time legal clerks are employed above budget, paid with accrued savings from turnover during the year.

(3)Calculations of percentages done by County Auditor's office.

DISTRICT ATTORNEY'S BUDGET REQUESTS  
by ORGANIZATION UNIT<sup>(1)</sup>

Fiscal Years 1976, 1977, and 1978

	<u>BUDGET YEAR 77/78</u>			<u>BUDGET YEAR 76/77</u>			<u>BUDGET YEAR 75/76</u>		
	<u>People</u>		<u>Budget Total</u>	<u>People</u>		<u>Budget Total</u>	<u>People</u>		<u>Budget Total</u>
	<u>Deputies</u>	<u>Other</u>		<u>Deputies</u>	<u>Other</u>		<u>Deputies</u>	<u>Other</u>	
Administration	2	11	\$390,359	2	11	\$343,946	2	11	\$855,943
Support Services	0	21	286,612	0	18	221,528	0	20	-
Pretrial Services	5	6	206,559	6	6	213,987	8	9	266,378
Circuit Court Trial	17	7	569,145	14	5	442,429	10	4	278,166
District Court Trial	17	16	584,725	10	8	317,483	9	9	269,616
Juvenile Court	6	5	201,347	3	0	61,587	3	0	88,565
Consumer Protection	-	-	-	-	-	-	1	3	-
Domestic Relations	3	10	323,583	3	7	224,528	3	7	419,141
Victim's Assistant Grant	0	4	99,681	2	5	173,040	1	5	140,754
Felony Auto Accident Grant	1	0	15,624	1	0	59,644	2	0	52,644
Major Violator Grant	5	7	112,459	6	7	376,835	-	-	-
Rape Victim Assistance Grant	0	3	63,421	0	3	18,055	0	3	56,447
Project Repay Grant	2	3	115,688	-	-	-	-	-	-
Oregon Traffic Safety	1	0	18,928	-	-	-	1	0	-
Circuit Court - High Impact Supplement	-	-	-	3	1	77,438	6	5	214,590
D.U.I.L.	-	-	-	6	6	247,096	6	5	220,149

<sup>(1)</sup> SOURCE: District Attorney's Budget Request Documents. Amounts not verified nor reconciled to approved budgets.

TAR #4-77  
SUPPLEMENTARY DATA SCHEDULE H-2  
November, 1977

MULTNOMAH COUNTY DISTRICT ATTORNEY'S BUDGET ADJUSTED FOR INCONSISTENT TREATMENT  
OF PERSONNEL COSTS AND INTERNAL SERVICE REIMBURSEMENT  
District Attorney's Office  
Budget Analysis - FY 1967-1978

IAR #4-77  
SUPPLEMENTARY DATA SCHEDULE H-3  
November, 1977

	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978
Actual per Financial Statement (1)	\$ 418,559	\$ 514,600	\$ 636,236	\$ 789,535	\$ 839,198	\$ 1,140,767	\$ 1,368,828	\$ 1,967,690	\$ 2,271,766	\$ 2,881,766	-	-
Budgeted Total Cash Budget	\$ 408,976	\$ 509,606	\$ 601,219	\$ 693,928	\$ 805,448	\$ 1,029,362	\$ 1,519,930	\$ 1,994,081	\$ 2,378,811	\$ 2,862,393	\$ 2,984,069	\$ 2,942,568
Less Civil Section (2) (Civil included salaries only, no Materials or Capital Outlay)	(59,036)	(61,427)	(66,134)	(69,392)	(90,708)	(85,478)	-	-	-	-	-	-
Plus Fringe Benefits(3)	23,132	33,046	45,911	48,839	79,946	112,731	-	-	-	-	-	-
Sub-Total	373,072	481,225	580,996	673,375	794,686	1,056,615	1,519,930	1,994,081	2,378,811	2,862,393	2,984,069	2,942,568
Less Internal Services Reimbursements included above (4)	-	-	-	-	-	-	-	-	(140,401)	(140,265)	(135,572)	(6,558)
DA's Office Cost as Adjusted	\$373,072	\$481,225	\$580,996	\$673,375	\$794,686	\$1,056,615	\$1,519,930	\$1,994,081	\$2,238,410	\$2,722,128	\$2,848,497	\$2,936,010
Total County Budget	\$44,563,174	\$54,610,120	\$60,611,194	\$53,441,997	\$57,776,449	\$64,923,144	\$73,074,622	\$107,161,144	\$110,273,339	\$112,855,276	\$118,846,036	\$131,717,913
DA's Budget as Adjusted as a PERCENTAGE of total County Budget	.84%	.88%	.96%	1.26%	1.38%	1.63%	2.08%	1.86%	2.03%	2.41%	2.40%	2.23%
DA's Unadjusted Budget as a PERCENTAGE of total County Budget, as per Appendix B <sup>(5)</sup>	.92%	.93%	.99%	1.30%	1.39%	1.59%	2.08%	1.86%	2.16%	2.54%	2.51%	2.23%

- (1) SOURCE: Annual Reports of the Multnomah County Tax Supervising and Conservation Commission.
- (2) Civil section transferred out of the District Attorney's Office in 1972.
- (3) Fringe benefits were not allocated by department prior to 1973.
- (4) Internal service reimbursements (motor pool, data processing, space and maintenance charges) were allocated by department only for fiscal years 1975 through 1977.
- (5) To make this report most readable, the budget data presented in Appendix B and used in the text of the report was not adjusted for inconsistent accounting treatment of certain items between years. We found that the cumulative difference of these variations was minimal as shown by this schedule, H-3.

MULTNOMAH COUNTY  
CIRCUIT COURT CRIMINAL CASES(1)

<u>YEAR</u>	<u>CASES FILED</u> (2)	<u>CASES TERMINATED</u> (2)	<u>NUMBER OF JUDGES</u>	<u>CASES TRIED</u>	<u>JURY TRIALS</u>	<u>PERCENT TRIED/FILED</u>	<u>PERCENT JURY/CASES TRIED</u>
1967	1,706		16	619		36.2	
1968	2,683		16	522		19.5	
1969	2,710		17	621		22.9	
1970	2,633		17	602		22.9	
1971	3,142		17	666		21.2	
1972	3,117	3,331	17	657		21.1	
1973	3,222	3,258	18	530	263	16.4	49.6
1974	3,208	2,967	18	496	323	15.5	65.1
1975	3,854	3,889	18	584	345	15.2	59.1
1976	3,627	4,149	18	467	272	12.9	58.2
<u>Percentage Increase (Decrease)</u>							
1967 - 1976	113%		13%	(25%)			
1972 - 1976	16%	25%	6%	(29%)	3%		

(1) SOURCE: Judicial Administration in the Courts of Oregon (1966-1976)

(2) Number of terminations differs from number of filings when cases are opened in one year and closed in another. In years that filings exceed terminations by a significant percentage, a backlog of cases is accumulating in the courts.

TAR #4-77  
SUPPLEMENTARY DATA SCHEDULE I-1  
November, 1977

MULTNOMAH COUNTY  
DISTRICT COURT CRIMINAL CASES(1)

YEAR	(# of Judges)	T R A F F I C		M I S D E M E A N O R S		F E L O N Y	
		Filed	Terminated(2)	Filed	Terminated(2)	Filed	Terminated(2)
1967	5	22,859		1,785		817	
1968	5	19,883		1,163		855	
1969	5	19,930		778		1,210	
1970	5	18,333		1,001		1,122	
1971	5	22,511		1,074		528	
1972(3)	12	107,162	114,567	7,903	7,266	2,093	2,057
1973	11	93,727	98,962	5,504	4,403	1,954	2,028
1974	11	100,114	95,538	7,054	5,231	2,302	2,306
1975	12	89,035	91,857	6,659	6,716	2,084	2,112
1976	12	109,447	108,454	6,811	4,845	2,072	1,945
<u>Percentage Increase (Decrease)</u>							
1967-1976	140%	379%		282%		154%	
1972-1976	-0-	2%	(5%)	(14%)	(33%)	(1%)	(5%)

(1) SOURCE: "Judicial Administration in the Courts of Oregon" (1966-76)

(2) Number of terminations differs from number of filings when cases are opened in one year and closed in another. In years that filings exceed terminations by a significant percentage, a backlog of cases is accumulating in the courts.

(3) Portland Municipal Court was merged into the Multnomah County District Court on 1/1/72. Violations of City of Portland ordinances and preliminary felony matters previously heard by the Municipal Court are now filed in the District Court.

IAR #4-77  
SUPPLEMENTARY DATA SCHEDULE I-2  
November, 1977

MULTNOMAH COUNTY  
NUMBER OF INDEX OFFENSES 1968-1976  
AS REPORTED TO THE F.B.I. (1)

<u>OFFENSE</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>
Murder	31	37	39	16	47	37	57	57	44
Forcible Rape	161	177	172	220	236	284	348	376	403
Robbery	1,253	1,447	1,783	1,963	1,904	1,654	2,198	2,145	2,238
Aggravated Assault	905	1,052	1,184	1,518	1,645	1,655	2,320	2,361	2,509
Burglary	8,766	10,742	12,594	13,957	14,253	15,581	16,959	16,381	15,408
Larceny (2)	8,017	9,446	10,276	24,355	23,263	34,391	26,673	29,465	29,335
Motor Vehicle Theft	3,120	3,958	4,234	4,865	4,617	4,780	5,343	4,998	4,044
<b>TOTAL</b>	<b>22,253</b>	<b>26,859</b>	<b>30,282</b>	<b>46,894</b>	<b>45,965</b>	<b>58,382</b>	<b>53,898</b>	<b>55,783</b>	<b>53,981</b>

(1) SOURCE: Oregon Law Enforcement Council; 1967 statistics not available on FBI summary computer tape.

(2) 1968-1970 figures do not include larceny under \$50.  
1971-1976 figures include all larcenies.

IAR #4-77  
SUPPLEMENTARY DATA  
SCHEDULE I-3  
November, 1977

WASHINGTON COUNTY, OREGON  
 SUMMARY CASELOAD STATISTICS  
 1968 - 1976

YEAR	ARRESTS			MISDEMEANORS Filed in District Court	FELONIES			JUDGES	
	PART I Crimes (More serious)	PART II Crimes (Less serious)	Total		Cases Filed District Court	Circuit Court	Circuit Court Trials	Number in District Court	Number in Circuit Court
1967	Not Available			1,076	194	225	57	1	2
1968	449	1,478	1,927	1,289	257	286	67	1	2
1969	450	1,633	2,083	1,126	387	353	58	2	2½
1970	547	1,348	1,895	1,108	336	345	57	2	3
1971	593	1,864	2,457	1,561	329	497	78	2	3
1972	771	2,272	3,043	1,505	362	685	76	2	3
1973	852	2,855	3,707	1,403	408	682	58	2	3
1974	1,786	4,739	6,525	1,556	600	630	86	2	3
1975	1,676	3,584	5,260	1,791	604	786	106	3	4
1976	1,801	4,212	6,013	1,979	710	769	91	3	4
<u>Percentage Increase (Decrease)</u>									
67-76				84%	266%	242%	60%	200%	100%
68-76	301%	185%	212%	54%	176%	169%	36%	200%	100%
73-76	111%	48%	62%	41%	74%	13%	57%	50%	33%

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IAR #4-77  
 SUPPLEMENTARY DATA SCHEDULE I-4  
 November, 1977

LANE COUNTY, OREGON  
SUMMARY CASELOAD STATISTICS  
1968 - 1976

YEAR	ARRESTS			MISDEMEANORS Filed in District Court	FELONIES			JUDGES	
	PART I Crimes (More serious)	PART II Crimes (Less serious)	Total		Cases Filed District Court	Circuit Court	Circuit Court Trials	Number in District Court	Number in Circuit Court
1967	Not Available			1,862	721	612	88	3	5
1968	1,440	4,021	5,461	1,463	682	656	109	3	5
1969	1,650	3,723	5,373	1,667	663	583	150	3	5
1970	2,032	4,884	6,916	3,690	843	1,084	205	3	5
1971	2,041	5,627	7,668	2,610	824	1,134	174	3	5½
1972	2,352	6,318	8,670	2,333	730	1,092	184	3	6
1973	2,810	7,117	9,927	2,355	888	1,164	218	3	6
1974	3,254	8,436	11,690	2,591	998	1,494	237	3	6
1975	2,934	9,004	11,938	2,896	860	1,421	268	4	7
1976	3,510	10,041	13,551	3,002	1,095	1,711	224	5	7
<u>Percentage Increase (Decrease)</u>									
67-76				61%	52%	180%	155%	67%	40%
68-76	144%	150%	148%	105%	61%	161%	106%	67%	40%
73-76	25%	41%	37%	27%	23%	47%	3%	67%	17%

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IAR #4-77  
SUPPLEMENTARY DATA SCHEDULE I-5  
November, 1977

COMPOSITE OF SELECTED FACTORS  
FOR  
REPRESENTATIVE PROSECUTOR OFFICES<sup>(1)</sup>  
in other Jurisdictions

NAME OF OFFICE	Date of Survey	Annual Felony Load	Number of Assistants	Population	Number of Branch Offices	Number of Local Police Agencies	Grand Jury	Speedy Trial	Civil Jurisdiction
4th Judicial Circuit, Florida	1972	5,000	27	581,550	2	4	1%	Yes	Yes
Spokane, Washington	1972	1,521	14	287,000	0	6	0%	Yes	Yes
Pima County, Arizona	1974	3,982	48	460,000	1	6	90%	Yes	Yes
Montgomery County, Ohio	1974	1,927	34	606,148	0	31	98%	Yes	Yes
Onondaga County, New York	1975 Update	2,336	25	485,000	0	17	98%	Yes	No
Sacramento, California	1975 Update	6,083	74	683,000	0	6	3%	Yes	No
Fulton County, Georgia	1975 Update	6,164	27	640,000	1	10	100%	No	No
2nd Circuit, Connecticut	1975 Update	-	8	358,000	1	8	0%	No	No
Multnomah County, Oregon <sup>(1)</sup>	1976	3,627 <sup>(2)</sup>	53	553,000	0	5	52%	Yes	No

(1) Source for all except Multnomah County statistics is the National District Attorneys Association, excerpted from a breakdown of Source Data for Task Force VI, National Prosecution Standards, 1977, p. 4. Multnomah County data was obtained from Court Records, the District Attorney's files, and Department of Justice Services staff.

(2) Circuit Court criminal filings.

**END**