



February 21, 2011

MEMORANDUM

TO: The Executive Committee,
Local Public Safety Coordinating Council

FR: Peter Ozanne, Executive Director
Matt O'Keefe, Public Safety System Analyst
Tom Bode, Research Associate

CC: Dana Brown, Retreat Facilitator

RE: Follow-up on the Executive Committee's
February 1, 2011 Retreat

I. Introduction

On February 1, 2011, the Executive Committee of LPSCC held a Retreat at its regular meeting time, with an additional hour to accommodate the Retreat agenda. At the conclusion of the Retreat, the Committee directed LPSCC staff to (1) summarize the discussions at the Retreat (see the accompanying "Summary Minutes of LPSCC's February 1, 2011 Retreat"), (2) identify and analyze the most important issues and potential actions discussed during the Retreat and (3) propose the next steps the Executive Committee should take to address the issues and implement the proposed actions. This memorandum, along with the Summary Minutes of the Retreat, represents the staff's response to those directions.

We anticipate that the Executive Committee will devote time at its next meeting on March 1, 2011 to addressing the subjects identified in this memorandum. The agenda for that meeting accompanies this memo.

The issues and proposed actions that the Executive Committee discussed at its February 1 Retreat stemmed from a collective sense of pride in LPSCC's many noteworthy accomplishments over the past 15 years and its national reputation as a model of collaborative policymaking, and a desire to take the full advantage of the collective authority, experience and expertise of its members and their long-term commitment to meeting on a consistent basis every month. As a result, the subjects the Executive Committee identified and discussed at the Retreat offer the potential to more fully engage the resources and talents of the Executive Committee and to make LPSCC an even more effective force for collaborative decision-making and sound public safety policy in Multnomah County.

II. Reorganizing the Executive Committee's Meetings and Agendas

During the Retreat, members of the Executive Committee identified focusing the Committee's monthly meetings and meeting agendas on the mission and goals of LPSCC as a top priority. Meeting agendas should lead to actions by the Executive

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Committee and provide Committee members with advance notice of upcoming meeting focus. A reorganized agenda template accompanies this memo.

III. Collecting, Analyzing and Using Data

The analysis and use of data to support the decisions and work of LPSCC is clearly another top priority for most members of the Executive Committee. Several members noted that the Executive Committee has access to an exceptional amount of data from LPSCC's data warehouse (Decision Support System – Justice, or DSS-J), the databases of county and city public safety agencies and the "LPSCC Public Safety Brief."¹ However, the Committee has not figured out how to integrate this data into its meeting and decision-making processes in order to ensure that LPSCC actually produces data-driven policies and decisions.

As a result of a consensus that LPSCC needs to do a better job of accessing, analyzing and using public safety data, Executive Committee members agreed to

- (1) Use system performance measures that track key indicators of the effectiveness of the public safety system, public safety agencies and LPSCC, and their progress in addressing key problems and challenges identified by the Executive Committee; and
- (2) ensure that analysts in key public safety agencies come together on a regular basis to (a) provide perspective and insight into the data available to the Executive Committee, (b) ensure that all relevant data is presented to the Committee and (c) identify emerging trends and problems in the public safety system.²

IV. Preserving and Accessing LPSCC's Accumulated Knowledge and Experience

Executive Committee members noted LPSCC's extensive research and policymaking activities over the past 15 years and, as a result, the accumulation of critical knowledge and experience by the Executive Committee and its members. In order for current members of the Committee to take advantage of this wealth of knowledge and experience and to avoid "reinventing wheels," a "knowledge bank" or repository for this information was proposed at the Retreat. It was also noted that such a resource could provide a practical means to provide orientation for new members of the Executive Committee, especially if LPSCC's Ten Year Report and annual reports are included. LPSCC staff has made much of this information available through the LPSCC website. LPSCC staff will provide a walkthrough for Executive Committee members at its March 1st meeting and solicit input from Executive Committee members.

¹ The most recent issue of the LPSCC Public Safety Brief accompanies this memorandum.

² Relevant excerpts of the LPSCC's "A Strategic Action Plan for Multnomah County's Decision Support System-Justice", the Council's plan for managing and optimizing use of its data warehouse, are attached as Appendix 1. Those portions of the Strategic Action Plan have already established such a process: in particular see the Strategic Action Plan's reference to a "Public Safety Analysts Team."



V. Improving LPSCC's Communication with the Public

Executive Committee members feel that LPSCC engages effectively in professional dialogues among its members. There is a desire to extend this dialog to meaningful discussions with citizens and community organizations in Multnomah County. An effective public dialogue is important for at least three reasons: (a) the public should understand and have confidence in the objectives and operations of the local public safety system and the challenges facing policymakers; (b) that understanding and confidence may reduce support for the kinds of ballot measures that have made it difficult to manage Oregon's public safety systems over the past two decades; and (c) policymakers develop an understanding of their constituents' concerns and priorities regarding public safety.

Based upon their belief in the importance of better communication between LPSCC and the public, Executive Committee members suggested

- (1) establishing a speakers bureau made up of volunteer members of the Committee, who are willing to participate in joint presentations regarding the work of LPSCC and local public safety issues and policies before citizens and community groups across the county; and
- (2) coordinate presentations and their content with other public safety agencies and officials engaged in presentations to the public, as well as the public affairs staff of those agencies.

V. Ensuring the Executive Committee's Knowledge and Oversight of LPSCC's Ongoing Initiatives

A majority of members agreed that the Executive Committee needs to be better informed of the work of LPSCC's subcommittees and working groups and to more closely monitor their progress and effectiveness. Executive Committee members suggested that the following groups prepare periodic reports to the Committee:

- Mental Health Public Safety Subcommittee
- Juvenile Justice Council
- Youth and Gang Violence Working Group
- Public Safety Plan Workgroup
- System and Agency Alignment Workgroup
- DSS-J Policy Committee
- Criminal Justice Advisory Committee (CJAC)

These groups constitute a formal part of LPSCC's organization, charged with responsibilities delegated to them by the Executive Committee. In addition to preparing periodic reports to the Committee, those groups need Executive Committee approval of their proposed strategies and solutions to problems before taking action to implement them.

VI. Determining LPSCC's Future Directions and Initiatives

Executive Committee members identified the following topics as potential projects or initiatives in 2011 and 2012:

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- Review, analyze and coordinate public safety budgets;
- Address racial ethnic disparities and inequities in the county's public safety system;
- Focus on the public safety system's impacts on children and families;
- Reexamine Multnomah County's 2008 Public Safety Plan;
- Develop a systematic process to analyze crime trends and the sources of local arrests;
- Establish a data dashboard, based upon relevant and accurate data, to focus the Executive Committee on its mission and goals and to measure the performance of the public safety systems and its agencies and the effectiveness of LPSCC;
- Develop strategies to address drug and alcohol use in schools;
- Monitor, analyze and report on developments in Salem, including state prison population forecasts and assessments of Multnomah County's contributions to the prison population;
- Review and analyze legislative changes following the current session of the Legislative Assembly;
- Continue to focus on local reentry strategies and on collaborations with the U.S. District Court's reentry program;
- Improve LPSCC's communication with the public;
- Address issues of social justice related to the public safety system, including the impact of poverty on the system.

During its upcoming meetings, the Executive Committee will prioritize its pursuit of these topics, taking into account LPSCC's current activities and commitments and the availability of agency resources and staff support.

VII. Conclusion: the Executive Committee's Next Steps

Based upon the foregoing discussions and proposals during the February 1, 2011 Retreat, we propose that the Executive Committee consider undertaking the following next steps at its regular monthly meeting on March 1, 2011:

1. Direct LPSCC staff to draft an agenda template for future LPSCC agendas, providing time for unfinished business, analysis of public safety data and emerging trends, and a 12 month Executive Committee calendar listing meeting dates and discussion topics.
2. Direct LPSCC staff to (a) identify and regularly report on key public safety indicators, public safety agencies performance and (b) track the progress of LPSCC's subcommittee and working groups in addressing key problems and challenges identified by the Executive Committee.
3. The Executive committee should support DSS-J's mission by advocating for more analytical capacity. As part of LPSCC's Strategic Action Plan for DSS-J (see note 2 at page 2, above), a Public Safety Analyst Team has been established to meet on a regular basis in order to (a) provide perspective and insight into the data available to the Executive Committee, (b) ensure that relevant data is

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- presented to the Committee and (c) identify emerging trends and problems in the public safety system.
4. Direct LPSCC's staff to compile available research, studies, project reports, annual reports and other relevant information produced or collected by LPSCC and to place that material on LPSCC's website. Additionally, direct LPSCC's staff to prepare an orientation packet for Executive Committee members available on the LPSCC website. This packet will include LPSCC's Ten Year Report, the Council's annual reports, the statute and ordinance creating LPSCC and a presentation focused on LPSCC's mission, goals, values and operating procedures.³ LPSCC staff will periodically provide an overview for Executive Committee members of the information currently available and improvements to the LPSCC website.
 5. Form a working group to develop a LPSCC Speakers Bureau, which should be designed to enlist volunteer members of the Executive Committee, who are willing to participate in joint presentations regarding the work of LPSCC and local public safety issues and policies before citizens and community groups across the county. The working group should also be directed to design a process to coordinate presentations through the LPSCC Speakers Bureau with other public safety agencies and officials engaged in presentations to the public, as well as the public affairs staff of those agencies.
 6. Direct LPSCC staff to report on which of the Council's subcommittees and working groups are currently active, and to develop a format for the active groups' quarterly progress reports. Those reports should include a communication plan for keeping the Executive Committee informed of the work of each of these groups. The Executive Committee should establish a schedule and frequency for these active groups' progress reports.
 7. Devote a portion of the Committee's monthly meeting on March 1, 2011, and subsequent meeting if necessary, to evaluating the impacts and feasibility of projects or initiatives over the next two years involving topics listed in section VI, page 4, above. The Committee's evaluation should take into account LPSCC's current activities and commitments, as well as the availability of agency resources and LPSCC staff support. The Executive Committee should prioritize action on any or all of these topics over the next 24 months.

³ Current members of the Executive Committee may obtain a copy of this orientation packet by contacting LPSCC's staff.