



March 27, 2013

MEMORANDUM

TO: LPSCC Executive Committee
FR: Judy Shiprack, LPSCC Co-Chair, Multnomah County Commissioner
Peter Ozanne, Executive Director
RE: Next Steps from the March 15, 2013 Retreat

This memorandum addresses three topics raised by discussions at our March 15 Retreat that call for further deliberation and action by the Executive Committee:¹

- (1) Agendas for the Executive Committee’s monthly meetings;
- (2) The organization of LPSCC’s Standing Committees and Workgroups and the management of their working relationships with the Executive Committee; and
- (3) The issues for LPSCC to address and initiatives for LPSCC to undertake during the next two years.

This memo also includes suggested options for further action and next steps by the Executive Committee, its Co-chairs and LPSCC’s staff in order to begin to address these three topics over the coming months.

1. Executive Committee Meeting Agendas.

- (A) Focus more on issues which can be resolved by, or would benefit from the attention of, the Executive Committee, and minimize presentations for the purposes “information only.”
- (B) Be shorter in order to allow more extensive discussion and deliberation within normal meeting time, and
- (C) Provide more lead time for the Executive Committee to receive and discuss regular reports from LPSCC’s Standing Committees and Workgroups.

Recommended Option for Further Action:

- Reserve approximately 10 minutes at the end of each Executive Committee meeting to discuss next steps regarding items on that meeting’s

¹ See the Summary Minutes of the March 15 Retreat, which accompany this memo, for a more detailed description of the Executive Committee’s discussions at the Retreat of LPSCC’s proposed directions and initiatives for the next two years.

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agenda and potential items for the next meeting's agenda.

2. The organization of LPSCC's Standing Committees and Workgroups.

- (A) The Executive Committee should give each Standing Committee and Workgroup clear directions regarding mission, objectives, tasks and responsibilities through a concise statement in the committee's or workgroup's "charter;"
- (B) Charters for Committees and Workgroups that have operated for a considerable period of time should be reviewed by the Executive Committee. Committees and Workgroups without charters should be provided one;
- (C) Each Standing Committee or Workgroup should be directed to develop a detailed statement of its objectives, operating procedures and outcomes that it intends to recommend to the Executive Committee;
- (D) Standing Committees and Workgroups should report regularly to the Executive Committee on the progress of their work;
- (E) Chairs or Co-Chairs of Standing Committees and Workgroups should be members of the Executive Committee, and members of these groups should be selected by the Executive Committee's Co-Chairs or LPSCC's Executive Director.
- (F) Written reports should be produced to establish baseline recommendations and outcome measures.

Recommended Options for Further Action:

- Establish new Standing Committees or Workgroups in accordance with the Executive Committee's stated preferences at the Retreat for new issues to address and initiatives to undertake over the next two years; and
- Direct the Executive Director to propose charters, Co-Chairs, members, procedures, responsibilities and outcomes for new Standing Committees and Workgroups.

3. Issues to Address and Initiatives to Undertake Over the Next Two Years.

This memo describes the top five issues and initiatives favored by Executive Committee members at the Retreat, some of which would include other

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issues and initiative further down the Committee's list of preferences.² The memo also proposes options, actions and next steps to address those issues and undertake the initiatives.

(A) *Mental Health and Public Safety*. One of LPSCC's most active and productive Standing Committees has focused on this issue in recent years, leading to a new Mental Health Court, an extensive investigation and analysis of the intersection between the mental health and public safety systems, and strategies to coordinate the operations and objectives of these two systems.

The Co-Chairs of this Standing Committee reported at the Retreat that the committee's current initiatives have been completed. They suggested that the committee's work be temporarily suspended, or that the Executive Committee consider and propose new directions and areas in need of attention and revise the Standing Committee's charter accordingly.

Recommended Options for Further Action:

- The Executive Committee's Co-Chairs and LPSCC's staff should meet with the Co-Chairs of the Standing Committee on Mental health and Public Safety to review the status of the committee's current work and accomplishments and discuss options for suspending the work of the committee or renewing its charter.
- As a result of that meeting, the Executive Committee's Co-Chairs should present recommendations to the Executive Committee regarding those options.

(B) *Crime Reduction and Prevention in the Rockwood Neighborhood*. Following a brief discussion at the Retreat, Executive Committee members ranked this topic or potential initiative second on its list of preferences for LPSCC action over the next two years. Committee members are aware of successful interagency, intergovernmental and community collaborations in the Rockwood Neighborhood and have received anecdotal reports regarding crime trends in the area. However, further investigation regarding the nature and extent of

² See the accompanying Summary Minutes of the Retreat at page 5, Table 2 for the Executive Committee's "prioritization of issues" or list of preferences for issues and initiatives over the next two years.



crime in this neighborhood and the extent of community support for interventions by LPSCC is called for before the Executive Committee devotes the substantial resources of its staff and members which such an initiative will require.

Recommended Options for Further Action:

- The Executive Committee should consider holding a meeting in the Rockwood Neighborhood to hear from citizens who live in the neighborhood for the purpose of determining the nature and extent of the community's support for the identification of its neighborhood as a "high crime area" and crime reduction and prevention interventions by LPSCC and its member agencies.
- The Executive Committee should direct its new Executive Director to conduct an investigation and report back to the Committee on the nature and extent of crime trends in the Rockwood Neighborhood, the range of potential strategies and effective interventions that LPSCC could support and its member agencies could implement area over the next two years, and other areas in Multnomah County where conditions might be better suited for such strategies and interventions.

(C) *Youth and Gang Violence*. Over the past five years, various workgroups have been formed under the auspices of LPSCC to address this critical issue in Multnomah County. The Youth and Gang Violence Steering Committee is the latest such group; and, because of the importance of its work, as well as the need for a sustainable intergovernmental process to address youth and gang violence throughout the county, the Steering Committee was established as a Standing Committee.

The Youth & Gang Violence Steering Committee is now in need of new Chair chosen from among the members of the Executive Committee. The Steering Committee also appears to be in need of a review of its operations and accomplishments, along with the reconsideration of its charter, by the Executive Committee.

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The Executive Committee adopted an ambitious mission and charter for the Steering Committee based upon a comprehensive, three pronged, intergovernmental crime reduction strategy. That overall strategy involves coordinated law enforcement, intervention and prevention strategies among federal, state and local justice agencies, communities and service providers. It also represents a combination of the most effective best and evidence-based practices in the field.³

The highpoint of LPSCC's engagement and success with this comprehensive strategy came from 1998 to 2001 when it served as the "board of directors" for the U.S. Department of Justice's Strategic Approaches to Community Safety Initiative or "STACS." Since then, LPSCC joined the National Network for Safe Communities, which was established by Professor David Kennedy, one of the country's foremost authorities on youth and gang violence reduction and a consultant to STACS and which is supported by faculty and researchers at the John Jay College of Criminal Justice. The Network includes many of the nation's leading law enforcement officials and criminal justice professionals who are committed to this comprehensive, evidence-based approach to reducing youth and gang violence (see the National Network for Safe Communities' website at <http://www.nnscommunities.org/>).

However, in recent years, while many vigorous enforcement, intervention and prevention efforts continue to be implemented by local justice agencies in Multnomah County, the kind of comprehensive, intergovernmental strategy implemented through STACS has not been sustained. As a result, it may be time for the Executive Committee to reconsider the mission and charter of the Youth & Gang Violence Steering Committee and decide whether to (a) reinvigorate the comprehensive, three-pronged intergovernmental strategy it supported in the past and devote the necessary resources to support this strategy or (b) adopt a more limited strategy or set of strategies consistent with the resources LPSCC and its member agencies currently devote to the reduction of youth and gang violence.

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³ See Appendix A for statements of LPSCC's comprehensive youth and gang violence reduction strategies, its mission and charter for the Steering Committee, summaries of past and current efforts to reduce youth and gang violence in Multnomah County and background material on the best and evidence-based practices in the field..



Recommended Options for Further Action:

- The Executive Committee should consider devoting one or more monthly meetings to reviewing its current mission and charter for the Youth & Gang Violence Steering Committee, past and current efforts by LPSCC and local justice agencies to reduce youth and gang violence and the best and evidence-based practices in the field (as outlined in the materials in Appendix A). The meeting or meetings should also provide an opportunity for current members of the Steering Committee to report on the challenges, goals and accomplishments of their work, and for local justice agencies to present their perspectives on the implications and feasibility of a reinstating a comprehensive, intergovernmental approach to reducing youth and gang violence in Multnomah County.
- As a result of the foregoing meeting or meetings, the Executive Committee should reaffirm or revise its mission and charter for the Youth & Gang Violence Steering Committee and select a new Chair for the committee.

(D) *Justice Reinvestment*. Earlier this year, as a demonstration of LPSCC’s “culture of collaboration” and the reality that not every policy initiative requires advanced planning and elaborate processing, a small group of Executive Committee members agreed to form what has become known as the Justice Reinvestment Workgroup. The purpose of the Workgroup, which now includes representatives of all the key justice agencies in Multnomah County, is to prepare for potential state legislation resulting from the work of the Governor’s 2012 Commission on Public Safety that could have significant local impacts – specifically, the State of Oregon’s reinvestment of savings from the avoidance of new prison construction into local community corrections systems. The final work product of this group will be an assessment of projected impacts on Multnomah County’s criminal justice agencies by assuming responsibilities for handling a new population of felony offenders, as well as a plan and coordinated

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set of strategies that will represent a “united front” to the state in the event Multnomah County agrees to assume these new responsibilities. A preliminary report of the Workgroup’s plan and strategies will be ready for presentation to the Executive Committee on April 2.

In light of the key membership of this workgroup and the group’s demonstrated energy and effectiveness, combined with the underlying principles of justice reinvestment, this workgroup has the potential for carrying out some of LPSCC’s most important and comprehensive initiatives. The Executive Committee should consider a formal charter for the working group that reestablishes the group as a standing committee and directs that committee on an ongoing basis to (1) assess the allocation and distribution of resources among the agencies and functions in Multnomah County’s justice system, (2) evaluate the overall balance and effectiveness of the components of that system (3) facilitate the alignment and coordination of the public safety budgets of local governments throughout the county and (4) present regular reports and relevant recommendations to the Executive Committee.⁴

Recommended Option for Further Action:

- At its April 2, 2013 meeting, the Executive Committee should receive and discuss the Justice Reinvestment Workgroup’s preliminary report on its plan and strategies for receiving state reinvestment funding and assuming new community corrections responsibilities for handling a new population of felony offenders.

(E) *Racial Overrepresentation or Disproportionate Minority Contact in the Criminal Justice System*. As early as 2000 in a report entitled “Ensuring Equitable Treatment in the Criminal Justice System: Addressing Over-Representation of Racial and Ethnic Minorities,” LPSCC recognized the need to address racial overrepresentation (or “disproportionate minority contact,” to use the current, prevailing terminology) in Multnomah County’s criminal justice system, as well as the complexity of this undertaking:

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⁴ This Standing Committee could also incorporate into its work many, if not most, of the topics on the Executive Committee preference list of issues at the Retreat that have not been addressed in this memo. See page 5, Table 2 in the Retreat’s Summary of Minutes.



There are issues of racial over-representation to address in Multnomah County. Decision about the appropriate and effective action will require the involvement of . . . community leaders and the support of policy makers. While the data analyzed here demonstrate that racial over-representation does exist, . . . the dynamics are complex and not fully understood. . . . (at page iii of the Executive Summary)

Accordingly, LPSCC approved a “permanent process of uniform data collection and analysis with systems for feedback and correction,” using “the County’s new Decision Support System” and including the following analytical and remedial steps:

- Generate possible explanations for disparities in key decision points within the criminal justice system;
- Collect additional data that serve to support or reject those possible explanations;
- Where possible, use existing agency data sources to generate this data;
- Assess this data, review sample case files and interview decision makers to better understand the dynamics at work at key decision points;
- If the foregoing information confirms unfair practices or decisions, design a strategy to address the resulting disparities (at page iii of the Executive Summary).

Recommended Option for Further Action:

- The Executive Committee should direct LPSCC’s staff to reestablish a permanent process of uniform data collection.

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