



**Marion County  
Public Safety Coordinating Council**

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**2010- 2011  
ANNUAL REPORT**

and

**2011-2012  
STRATEGIC PLAN**

September 2011

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# **Marion County Public Safety Coordinating Council**

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## **Mission**

Increase community safety

## **Direction Statement**

Reduce violence among children, youth and adults  
Reduce drug and alcohol abuse  
Reduce fear of crime

## **Vision**

Safe, secure communities with:

- People who are responsible and held accountable
  - Aware and involved community members
  - Strong families, healthy children, and thriving, successful students
  - Flourishing businesses
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September 2011

Dear Friends,

It is my honor and pleasure to present to you this **Marion County Public Safety Coordinating Council Strategic Plan for 2011-2012**. In this updated plan and year-end report, our theme, ***"Making Our Communities Safe, Strong & Successful"*** continues into this year's objectives, as the undeniable link between public safety, healthy families and a strong economy remains.

With local, state-wide and federal reports showing a reduction in overall crime rates, we are encouraged that our efforts have been successful in the fight against meth and other dangerous drugs. We know, too, that our efforts to build stronger community partnerships have proven effective in reducing crime.

Additionally, as we have tracked trends and assessed our community resources for timely responses to challenges here at the local level, we have been better able to meet the public safety needs of our citizens.

Through these successful strategies, the Marion County Public Safety Coordinating Council continues to be a leader in fighting crime and providing public safety by and with all the Marion County public safety continuum agencies responding promptly to current events, changing dynamics and the continuing economic challenges.

In recent years, our town hall meetings and re-gatherings from city to city have helped us to be actively engaged in positive solutions to local concerns. In 2010, in an effort to be better versed on both governmental and non-profit programs and services, we began visits to the work sites of our council members. These visits include the Mid-Valley Women's Crisis Center, Hillcrest Juvenile Center, the Marion County Jail, Salem Police Department, and many more. These site visits strengthen our understanding of each other and how our individual roles interface with each other in the public safety continuum, helping us develop stronger policies and better coordination in the face of budget cuts. These visits will continue.

As we continue to work collaboratively, we are better able to address budget and policy impacts handed down by the Oregon State Legislature. Key to finding the best solutions is seeking advice and feedback from our partnerships with citizens, city leaders, agency heads and business leaders as we tackle the harsh realities of rising costs and budget cuts which dictate many of the actions and objectives of our strategic plan.

However, in recent months reports point to a troubling increase in the number of people who disrupt the quality of life of those around them and in their community through behavior problems which are compounded by mental illness, substance abuse and homelessness. By and large, their offenses do not rise to the level of criminal charges, yet the public is both threatened and frustrated by their behavior. As a result, our livability is compromised.

In continuing to provide the highest quality of public safety and response to community needs, our 2011-2012 Strategic Plan addresses **quality of life** issues to which appropriate responses, resources and sanctions do not appear to be adequate. Other **quality of life** concerns included in our updated Strategic Plan are programs and services for veterans of military service, and the multi-faceted issue of domestic violence.

The 2011-2012 Strategic Plan keeps our fight against meth and other dangerous drugs front and center. We will also continue to use the tools we have put into place in tracking trends, analyzing local resources, funding and services, and we will continue our emphasis on partnership building and collaboration, as we know these will be critical as we tackle the **quality of life** issues.

We will continue to respond to the changing forces in our communities and citizen needs. And, we will continue to initiate discussions on highly contentious and often controversial political topics and take proactive actions on issues critical to the livability of our communities and neighborhoods throughout Marion County.

Sincerely,



Patricia Milne, Chair  
Marion County Commissioner



**MARION COUNTY  
PUBLIC SAFETY COORDINATING COUNCIL  
2011 Membership Roster and Contact Information**

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## **Oregon Revised Statutes Regarding Public Safety Coordinating Councils**

**ORS 423.560 Local public safety coordinating council; duties.** (1) The board of county commissioners of a county shall convene a local public safety coordinating council. The council shall include, but need not be limited to:

- (a) A police chief selected by the police chiefs in the county;
- (b) The sheriff of the county or, if two or more counties have joined together to provide community corrections services, a sheriff selected by the sheriffs in the counties;
- (c) The district attorney of the county or, if two or more counties have joined together to provide community corrections services, a district attorney selected by the district attorneys of the counties;
- (d) A state court judge, and a public defender or defense attorney, both appointed by the presiding judge of the judicial district in which the county is located;
- (e) A director of community corrections, a county commissioner, a juvenile department director, a health director, a mental health director and at least one lay citizen, all appointed by the county commissioners;
- (f) A city councilor or mayor and a city manager or other city representative, both selected by the cities in the county;
- (g) A representative of the Oregon State Police, who is a nonvoting member of the council, selected by the Superintendent of State Police; and
- (h) A representative of the Oregon Youth Authority, who is a nonvoting member of the council, selected by the Director of the Oregon Youth Authority.

(2) The boards of county commissioners of two or more counties may jointly convene a single, regional local public safety coordinating council by means of an intergovernmental agreement. Local officials may combine the council with existing local criminal justice advisory councils established under ORS 1.851.

- (3) The local public safety coordinating council shall, at a minimum:
- (a) Develop and recommend to the county board of commissioners a plan for use of:
    - (A) State resources to serve the local offender population; and
    - (B) State and local resources to serve the needs of that part of the local offender population who are at least 15 years of age and less than 18 years of age, which plan must provide for coordination of community-wide services involving prevention, treatment, education, employment resources and intervention strategies; and
  - (b) Coordinate local criminal justice policy among affected criminal justice entities.

(4) Nonvoting members of a local public safety coordinating council may not be counted in determining whether a quorum exists.

(5) If a quorum is present at any meeting of the council, action may be taken by an affirmative vote of a majority of the quorum.

(6) The appointing authorities described in subsection (1) of this section shall fill a vacancy over which they have appointment authority within three months of a vacancy or as soon as possible. [1977 c.412 §12; 1995 c.423 §11; 1997 c.249 §136; 1997 c.698 §1; 2003 c.162 §1; 2007 c.682 §2; 2009 c.286 §1]

**ORS 423.565 Additional duties of public safety coordinating council.** *In addition to the duties assigned to it under ORS 423.560, the local public safety coordinating council convened by the board of commissioners shall, at a minimum:*

*(1) Develop and recommend to the county board of commissioners the plan for use of state resources to serve the local youth offender population.*

*(2) Coordinate local juvenile justice policy among affected juvenile justice entities.*

*(3) In consultation with the local commission on children and families, develop and recommend to the county board of commissioners a plan designed to prevent criminal involvement by youth. The plan must provide for coordination of community-wide services involving treatment, education, employment and intervention strategies aimed at crime prevention.*

*(4) Create a facility advisory subcommittee when provided with the information described in ORS 169.690. The subcommittee shall be composed of the following persons:*

*(a) The affected law enforcement officer described in ORS 423.560 (1)(a) or (b);*

*(b) A district attorney;*

*(c) A mental health director;*

*(d) A designee of the city council or county board of commissioners, whichever is affected;*

*(e) A representative of an organization that advocates on behalf of persons with mental illness; and*

*(f) A consumer as defined in ORS 430.073.*

*(5) If a written plan of action has been provided to the council under ORS 165.127, annually review the plan and, if appropriate, make written recommendations to the affected district attorney for plan improvements. [1995 c.422 §75; 1995 c.423 §11a; 2009 c.121 §2; 2009 c.811 §12]*

In 1995, Oregon voters passed Measure 11 to increase prison time for violent crimes, sending more people to state prisons for longer sentences. In 1997, the Oregon State Legislature enacted legislation to help communities cope with offenders locally. The wording of the legislation, as shown below in its current version, required counties to convene local public safety coordinating councils (LPSCC) to develop and recommend to their county Board of Commissioners a plan for the use of state and local resources.

The Marion County Public Safety Coordinating Council was formed in 1997 to coordinate local criminal justice policy among criminal justice entities and conform to mandated requirements. In addition, the council works to strengthen existing partnerships in the public safety system and to foster an environment of collaboration, leadership, data-driven policy, transparency and accountability. Commissioner Patti Milne has served continuously as chair of the council since 2002. The council is charged with developing and recommending to the Marion County Board of Commissioners plans for:

1. State resources to serve the local offender population (ages 18+);
2. State and local resources to serve the needs of youth offenders (ages 15–17), which plan must provide for coordination of community-wide services involving prevention, treatment, education, employment resources and intervention strategies;
3. Coordination of local criminal justice policy among affected public safety entities, and coordination of local juvenile justice policy among affected juvenile justice entities;

4. In consultation with the Marion County Commission on Children and Families, develop a plan designed to prevent criminal involvement by youth.

There are various methods by which local public safety councils meet these requirements. For example, the State of Oregon Department of Corrections requires that all counties receiving state funds for community corrections, e.g., county jails, must develop biennial plans on how they intend to use these state funds. This plan must then be approved by the MCPSCC before it is recommended to the county commissioners and then sent to the state. Similarly, the Marion County Commission on Children & Families, also a recipient of state funds, develops its biennial plan, which must also be approved by the MCPSCC before it is approved by the county commissioners and then sent to the state.

Both executive summaries of these plans are included in Part III of this document.

Plans of the Marion County Juvenile Department are also included in Part III for the local youth offender population ages 15 to 17.

**Marion County  
Public Safety Coordinating Council**

**STRATEGIC PLANNING DOCUMENT  
2011- 2012**

**Part II**

**ENSURING PUBLIC SAFETY  
IN THE “NEW NORMAL” ENVIRONMENT**

# ENSURING PUBLIC SAFETY IN THE “NEW NORMAL” ENVIRONMENT

## EXECUTIVE SUMMARY

This is the second year the MCPSCC Strategic Plan ties to the county fiscal year which begins July 1 and ends June 30. The Public Safety Coordinating Council found last year that synchronizing this plan with county and state legislative budget cycles improves coordination of programs and funding. This synchronization is particularly helpful as we grapple with budget cuts at all levels of government while continuing to respond to increasing community demands.

Interestingly, overall crime rates have declined in Marion County and across the nation in recent years. Some theorize that this decrease in crime rates is attributable to greater incarceration, more effective policing, decreasing meth use and cultural lessons learned as younger generations have seen the negative consequences of drug abuse and crime in the older generations around them.

Nonetheless, changing forces keep the public safety landscape complex, dynamic and constantly evolving from one year to the next. As we move forward, the strongest forces pressing public safety in Marion County at this time include:

- Increased occurrence of quality of life problems compounded by mental illness, substance abuse and homelessness.
- Unique challenges when a military veteran interfaces with law enforcement officers;
- A spike in domestic violence calls for help;
- Budget cuts at the federal, state, county and local levels;
- Increased importance of effective risk assessment tools to determine appropriate sanctions for offenders.

As we work to respond to these changing forces, the challenges are more difficult and the dynamics more complicated. Revenues, resources, legislation and policies are all intertwined creating a web of both obstacles and opportunities in providing public safety.

The effects of the 2008 global fiscal crisis and the millions of dollars in revenue shortfalls continue to be felt at the state, county and local levels. Tom Potowsky, Oregon Economist, predicted in his *Oregon Economic Forecast* (May 2011) that “tax revenue in Oregon and other states will face considerable downward pressure over the 10-year-extended forecast horizon.”

Additionally, projections by the Marion County Tax Assessor show a dangerous trend line of declining real property market values that may cross the rising line of assessed values within two years. If the trend continues, this could trigger what is called “compression” of tax rates and result in a decline in property tax revenues. County government relies heavily on tax revenues for general fund dollars.

General fund dollars give the Marion County Budget Committee and Board of Commissioners some flexibility in shoring up public safety services and programs that are largely funded by federal and state pass-through monies and by grants.

However, funding constraints at all levels and from all sources have resulted in budget cuts in both fiscal years 2009-2010 and 2011-2012 for Marion County public safety departments. These cuts have resulted in FTE (full-time equivalent positions) reductions in the Sheriff's Office, the District Attorney's Office and in the Juvenile Department. And, the county budget officer warns that more cuts should be anticipated next year.

Nonetheless, it is important for Marion County residents to know that public safety continues to be the top priority of the Marion County Board of Commissioners. Seventy-five percent of the county general fund goes to keeping the jail and juvenile facilities open, deputies on the streets, prosecutors in the courts, and services available for juvenile and adult offenders.

In order to maintain this commitment to public safety, now more than ever, programs and services must be more cost effective, more efficient and based on the most current, best practices information available, knowing there will be no additional resources now or into the near future.

The PSCC is refocusing its work and reprioritizing its efforts in the 2011-2012 fiscal year to be more proactive and supportive when our law enforcement partners face tough choices and must make difficult decisions.

For example, Marion County Sheriff Jason Myers has successfully brought positive, cost-effective change to the Sheriff's Office. In April 2011, the sheriff instituted a change in policy at the Marion County Jail to slow the revolving door of accepting and then releasing offenders. Initial reports show fewer failures to appear and an increase in the number of offenders who post bail.

The sheriff also immediately responded to a state community corrections funding reduction of \$603,890 this year, which impacted jail system capacity. This funding reduction resulted in a loss of four Deputy positions and 56 beds from the jail system. To accomplish the reduction in jail system beds, one pod (128 beds) in the jail was closed and 72 lower-costing beds in the work release center were reopened. This helps to maintain system balance, while still holding as many offenders as possible within the budgeted capacity. In addition to these reductions the Sheriff's Office will begin using proven risk assessment practices to help make inmate release decisions. The implementation of these risk assessment practices will help ensure the jail custody system is being used for those offenders who pose the greatest risk to our Community.

Now that the Oregon legislature meets annually, many of our PSCC members must spend considerably more time following legislation, meeting with legislators

and legislative advocacy groups, and testifying at hearings. Although most bills are well intended, many special interest bills result in one public safety agency competing with or compromising another public safety agency's policies or budgets.

Legislation passed in the 2011 Legislative Session that impacts Marion County public safety included SB 420, which transfers authority from the Board of Parole and Post-Prison Supervision to the Oregon Health Authority for making decisions on the disposition of offenders judged mentally ill. Health authorities and district attorneys continue to have differing opinions regarding incarceration versus release of offenders who are mentally ill into the community.

The PSCC will also follow closely the work of the Governor's Public Safety Commission. The commission will hold four meetings, beginning September 30, 2011 and concluding on December 2, 2011, after which a report to the governor is due on December 15, 2011. The work plan calls the commission to "develop recommendations for comprehensive sentencing reform that is based on fiscally responsible data driven policies and practices that improve public safety, that holds offenders accountable, and that controls corrections costs consistent with state budget limitations."

Another cut to public safety funding will happen in 2012 when the Secure Rural Schools and Community Self-Determination Act will sunset. This act was intended to help replace funds lost from the sale and removal of timber on federal lands, which has been sharply curtailed. The loss of these federal funds will have a negative impact on the criminal justice system in Marion County. A five-year plan approved in 2008 by the U.S. Congress has reduced payments to Marion County from \$5.4 million in 2008 to \$2.3 million in 2011, the final year of funding. The portion allocated to public safety can now only be used to fund search, rescue and emergency services on federal lands. The larger portions of funds are restricted to public works – roads, and public schools. While there is an effort in Washington to renew funding, the loss of this federal support is another cut in support for vital services.

Consistent with past efforts, the Marion County Public Safety Coordinating Council will continue to pursue four primary goals:

- Coordinate efforts to increase community safety and reduce the fear of crime within the constraints of decreasing resources.
- Work to reduce violence to and by children, youth and adults.
- Support the most cost-effective and appropriate placement for both youth and adult offenders in Marion County.
- Strengthen existing partnerships and build new partnerships with community and governmental agencies, the business community and the public.

The strategies we will use to meet the challenges of today's "new normal" are:

- Leadership
- Communication
- Collaboration and
- Innovation

The goals of our Strategic Plan 2011 – 2012 build on past efforts to improve coordination and communication. The council will visit more sites, meet with constituents and leaders, and make presentations to community groups and city councils to discuss current issues in public safety. The council will focus on accountability for offenders, the quality of life disruptions compounded by homelessness, mental illness and substance abuse, the dangers of domestic violence and other timely concerns. Details of the most substantive part of this year's plan follows on page 20.

This strategic plan supports our long-term, continued efforts to reduce methamphetamine and other dangerous drug abuse, while being mindful of the need to give attention to the complex, dynamic and constantly evolving forces surrounding public safety.

As we maintain our vigilance in this fight against drug (and alcohol) abuse, the annual ***"Striking Out Meth in Marion County"*** event has become the cornerstone of our outreach and community collaboration. This unique display of public safety organizations and community partners engaging with citizens at a baseball game will continue to be an integral part of our efforts. Our signature public event will grow each year to attract more participants and display the softer side of law enforcement, to encourage community interaction and dialogue, and to demonstrate potential career paths to youth.

Most important to the work and the success of the Marion County Public Safety Coordinating Council is the coordinating and communicating that occurs within the council itself. The council has a diverse membership of 24 individuals whose professional affiliations and experiences range from leaders and managers in private sector businesses, public safety organizations and local non-profits, to seasoned attorneys and judges, to elected city and county officials and to private citizens, all of whom are very knowledgeable about how the criminal justice system functions in Marion County and the State of Oregon.

Members share a commitment to improving public safety in Marion County, and the council readily welcomes new members who bring fresh ideas and new perspectives to the work of the council. The council has taken on difficult and often controversial issues and is never afraid to look for new and better ways to approach challenges. Council members have excellent attendance at regular meetings where informative, dynamic and thought-provoking discussions take place. Involvement in special events is always well supported by council members.

The Marion County Public Safety Coordinating Council meets monthly. Meetings are often held at council member agency locations or other public safety sites around Marion County. These site visits and tours help members learn first-hand about different programs and services, strengthen their relationships with each other, and improve understanding of current issues. The Marion County Public Safety Coordinating Council will persevere proactively and collaboratively toward its mission to increase community safety by:

- Reducing violence among children, youth and adults,
- Reducing drug and alcohol abuse, and
- Reducing fear of crime

thus realizing the vision of safe, secure communities.

# Marion County Public Safety Coordinating Council

## 2010 – 2011 ANNUAL REPORT

No member agency of the Marion County Public Safety Coordinating Council has been untouched over the past year, previous year, or current year with regard to budget cuts and reduced resources from all sources. Uncertainty during federal, state and local budget deliberations is stressful as agencies continue to provide services to offenders, clients and victims while keeping the public safe.

Budget cuts have affected staffing levels and beds for offenders have been closed at the state prisons, juvenile facilities and the county jail. In spite of these cuts, more attention has been given to the use of proven risk assessment tools ensuring offenders are placed in the most appropriate, cost-effective supervision possible.

For example, Marion County Sheriff Jason Myers launched a new book and lodge policy in April 2011 at the Marion County Jail. The new policy is to strengthen effectiveness of the system and improve accountability among offenders so that those arrested and booked at the jail will remain in custody until arraignment or posting bail.

This new policy caused concern to Salem Mayor Anna Peterson with regard to law enforcement personnel being able to properly respond to individuals who commit quality of life offenses that are not eligible for the new book and lodge policy. These offenses are often municipal code violations, but not crimes as defined in Oregon statutes. This situation has resulted in positive, ongoing dialogue between the county, city and community agencies. In fact, Judge Susan Aiken has convened a group of mental health professionals, city staff and others to work on filling the gaps caused by the change in jail policy and provide appropriate solutions to quality of life issues.

Marion County Children and Families Department was dramatically affected by both budget cuts and new policies that change the structure of Children and Families Commissions statewide.

The state courts that operate in the Marion County Courthouse responded to cuts by reducing staff, using rolling furlough days and doing more with less to avert delays in court cases.

After fears of losing three officers, Salem Police Department actually gained one officer and had no cuts to service due to city council support. In November 2011, Chief Moore reported receiving a federal grant to pay salaries for three years for five newly-hired officers. Other cities throughout Marion County report status quo budgets, however.

The Salem-Keizer School District wrestled with a \$32 million deficit and looked for ways to minimize impacts on students. One result was the loss of school resource officers.

Budget cuts to the Oregon Youth Authority also affect the Marion County Juvenile Department. Yet both the Oregon Youth Authority and Marion County Juvenile are committed to minimizing impacts to youth, families and the public where possible.

Budget cuts in government also stress local non-profit agencies such as the Mid-Willamette Women's Crisis Center, forcing them to rely even more on private grants and donations to meet their growing service needs. The Crisis Center received more than 19,000 calls to their hotline and provided more than 4,000 nights of shelter to 229 individuals, half of whom are children. These numbers are increased over previous years and District Attorney Walt Beglau reported an epidemic of murder in domestic violence cases. He and Executive Director Jayne Downing gave presentations at community gatherings to help people better understand the horrific crime of domestic violence.

Ms. Downing joined the Council in 2010, and she adds an important and tremendously valuable link to the PSCC work especially with regard to victims' services. The council also welcomed Tom Ewing, a former administrative law judge. And the council thanked Bert Ortiz, a small business owner, and City of Stayton Administrator Don Eubank for their dedicated service as they left their positions on the council.

The PSCC visited the Oregon State Capitol on February 8, 2011 to meet with Marion County legislators. The meeting was well attended by both council members and legislators. The meeting was an opportunity for the council to share with legislators concerns about the challenges of keeping our communities safe at a time when resources are diminishing, and hear legislators' perspectives on public safety related issues that will be discussed during the 2011 session.

The council regularly visits member agency sites as well as other public safety related locations. Members find the site visits helpful in serving on the council, developing stronger personal relationships among the members of the council and providing new perspectives on the multi-faceted public safety sectors. Site visits included the Marion County Juvenile Fresh Start Market and Detention Center, Mid-Valley Women's Crisis Center, Marion County Jail, City of Salem Police Department, Hillcrest Youth Facility, Marion County Courthouse, and Willamette Valley Communications Center.

The Public Safety Coordinating Council authorized several letters of support for important pieces of legislation; and sometimes the council sent letters of opposition when legislation was deemed detrimental to public safety efforts in Marion County.

Letters were written in support of the Crisis Outreach Resource Team's application for a federal grant to fund a treatment program for mentally ill offenders brought to the jail, and wrote in support of a proposal made by Easter Seals of Oregon for a federal grant to help homeless veterans find housing and prepare for work.

A letter of opposition to SB 728 was written in March. SB 728 would require county jails to hold offenders up to two years compared with the current one-year maximum. Through the year, the council also supported the Juvenile Department's Crossover Project. The Crossover Project helps youth who have current and simultaneous involvement in both the child welfare and juvenile justice systems with a goal of reducing the numbers of youth in this situation.

Since 2005 the Marion County Sheriff's Office has contracted with Chemawa Indian School to provide law enforcement services to the school. Chemawa Indian School is subject to exclusive federal jurisdiction; however, the federal court system was not designed to address most juvenile offenders. Lacking the services necessary to address the needs of juveniles and the ability to hold students accountable for their behavior, representatives from the Marion County Sheriff's Office, Marion County District Attorney's Office, Marion County Juvenile Department, U.S. Attorney's Office, U.S. Solicitor's Office and Chemawa School administration collaborated to forge a solution to these problems and provide the students with needed supervision, counseling and treatment programs.

In October of 2010, after working on this agreement for a year and a half, the Marion County Board of Commissioners signed a memorandum of understanding with Chemawa Indian School, the U.S. Attorney's Office, the Marion County District Attorney, and Marion County through the Sheriff's Office and Juvenile Department outlining two options. A federal option is reserved for crimes such as murder, sexual assault and major drug trafficking. The county option is utilized when juvenile offenders will likely benefit from treatment programs, counseling or direct supervision by the Juvenile Department. The result is "Chemawa Indian School students are provided the same level of resources that are available for every student attending school in Marion County," said Sheriff Jason Myers.

The Public Safety Coordinating Council members themselves are responsible for the timely, effective work of the Council. An Oregon Criminal Justice Commission report prepared in April for the Oregon legislature shows Marion County PSCC among the most active. And council member Judge Dale Penn has said, "The Council has a great cooperative attitude and portrays the qualities that the legislature intended when the Councils were created throughout the state."

In 2010, a subcommittee chaired by vice-chair Bob Royer updated and revised the PSCC bylaws to conform more closely to ORS 423.560.

And Don Russo, staff to the PSCC and the Board of Commissioners, worked with numerous county offices and departments to produce 10-15 minute videos explaining the structural problems of Courthouse Square and highlighting county services that were forced to relocate when Courthouse Square was closed in September 2010. These videos show the new locations for Board of Commissioners, the Assessor, the Clerk, the Planning Department and the District Attorney. The videos have been shown on CCTV since September 2010 on a rotating schedule, and have been extremely useful in a variety of presentations. "Your Marion County Courthouse" was shown by Diane Morse, trial court administrator, when the PSCC made a site visit to the Marion County Courthouse in May.

# Marion County Public Safety Coordinating Council

## Strategic Plan 2011-2012

### **STRATEGIES** – to meet the challenges of today’s “new normal”

The Marion County Public Safety Coordinating Council will meet our mission, follow our directives and realize our vision of safe, secure communities through:

1. leadership,
2. communication,
3. collaboration and
4. innovation.

The Marion County Public Safety Coordinating Council will adapt to the “new normal” environment of:

- restricted funding,
- reduced crime trends,
- decreased number of beds and program slots for offenders and
- increased occurrence of quality of life problems compounded by mental illness, substance abuse and homelessness.

### **GOALS for 2011 – 2012**

Consistent with past efforts, the Marion County Public Safety Coordinating Council will continue to pursue these primary goals:

1. Coordinate efforts to increase community safety and reduce the fear of crime within the constraints of decreasing resources.
2. Work to reduce violence to and by children, youth and adults.
3. Support the most cost-effective and appropriate placement for both youth and adult offenders in Marion County.
4. Strengthen existing partnerships and build new partnerships with community and governmental agencies, the business community and the public.

### **OBJECTIVES**

1. Support the Marion County Sheriff’s Office in:
  - Managing the county jail and work center to hold the most dangerous offenders utilizing proven risk assessment tools to make inmate release decisions.
  - Conducting a new survey of the jail population to identify demographic data including percentage of offenders who are parents, number of children of inmates, previous drug abuse, education level attained and other factors.

2. Build community support of law enforcement efforts to manage “quality of life” offenses compounded by substance abuse, mental illness and homelessness.
3. Work with the Marion County state legislators to advocate for legislation and funding that protect and enhance coordination among public safety services.
4. Monitor the Governor’s Commission on Public Safety, which has a goal of transforming Oregon’s sentencing policies, and advocate for the most cost-effective community and county safety programs in both adult and juvenile justice systems.
5. Monitor continuing efforts to modify HB 3100 and SB 420, expressing our interests in community safety as they relate to adjustments made at the entry point into the mental health system for mentally ill offenders.
6. Build relationships with organizations working with military veterans to find ways to address instances of military veterans involved in public safety encounters.
7. Increase awareness and understanding of issues surrounding domestic violence.
8. Produce a report of actions and conclusions on issues raised at previous Town Hall meetings and the follow-up “Re-gatherings” that took place.

## **ACTIONS**

To strengthen existing partnerships, cultivate new partnerships, work toward collaboration, eliminate competition and duplication, seek common goals and identify opportunities, the PSCC will reach out to community leaders and community organizations in the public, private and nonprofit sectors to:

1. Coordinate efforts with the Marion County Reentry Initiative in support of the plans and programs instituted to assist offenders released from incarceration to Marion County communities.
2. Hold PSCC meetings at member agency sites and sites of others involved in public safety. Meeting at different city, county, state and federal sites builds better understanding among PSCC members and enriches the value of the PSCC through first-hand experiences.

Future meeting sites may include:

- a. Keizer City Hall/Police Department
  - b. Salem-Keizer School District 24-J
  - c. Oregon State Police
  - d. Oregon Department of Corrections
  - e. Marion County Health Department
  - f. Union Gospel Mission
  - g. Stayton Police Department/Santiam Canyon 911 Center
3. Maintain on-going working relationships with the Marion County state legislators.
  4. Meet with community leaders/citizens involved in public safety issues.

5. Utilize standing breakfast/lunch meetings to obtain and share additional community information and concerns related to public safety:
  - a. Stayton/Sublimity/Marion County elected officials breakfast meeting (2<sup>nd</sup> Tuesday at 7:30 am at Covered Bridge restaurant in Stayton)
  - b. Salem/Marion County elected officials breakfast (3<sup>rd</sup> Thursday at 8:00 am at McGrath's restaurant in Salem)
  - c. Keizer/Marion County elected officials breakfast (2<sup>nd</sup> Thursday at 7:30 am at Shari's restaurant in Keizer)
  - d. Woodburn/County elected officials lunch (1<sup>st</sup> Wednesday at noon at Luis' Taqueria in Woodburn)
  - e. Utilize other community meetings with periodic attendance by PSCC member(s)
  - f. Positive Aurora Airport Management (4<sup>th</sup> Thursday of each month at 9:00 am)
  - g. French Prairie Forum Work Group (3<sup>rd</sup> Wednesday of each month at 2:00 pm)
  - h. Police Chiefs' monthly meeting
  
6. Establish breakfast/lunch opportunities where none exists:
  - a. Silverton/Mt. Angel
  - b. Santiam Canyon
  - c. Aurora/French Prairie/North Marion County
  
7. Create a speakers' bureau and prepare packets with up-to-date information so we stand ready to discuss public safety issues, share information and seek feedback from groups, organizations and individuals such as:
  - a. Civic groups including Rotary, Kiwanis and Lions
  - b. SEDCOR
  - c. Salem City Club
  - d. Chambers of Commerce
  - e. Travel Salem
  - f. North Santiam Canyon Economic Development
  - g. Detroit Lake Recreation Area Business Alliance
  - h. City councils throughout Marion County
  
8. Meet with the Marion County Board of Commissioners and the Community Corrections Board.
  
9. Include a PSCC report in the Board of Commissioners' State of the County address.
  
10. Update the PSCC web pages on the Marion County website to create a more useful community resource and increase communication among public safety agencies.
  
11. Verify that issues brought forward at previous Town Hall meetings and Re-gatherings have been addressed and/or responded to. Produce a report of actions and conclusions.
  
12. Continue "**Striking Out Meth in Marion County**" as the cornerstone for outreach efforts of the Marion County Public Safety Coordinating Council. No other effort brings together the many public safety agencies and first responders across Marion County, joining with federal and state agencies, local businesses and non-profit organizations in a positive show of collaboration in our fight against drug and alcohol abuse.

**Marion County  
Public Safety Coordinating Council**

**STRATEGIC PLANNING DOCUMENT  
2011- 2012**

**Part III**

# MARION COUNTY FISCAL YEAR 2011-12 BUDGET GOALS AND KEY INDICATORS

## MARION COUNTY MISSION STATEMENT

We serve to protect, promote and enhance a positive quality of life in Marion County.

## MARION COUNTY VISION STATEMENT

Marion County is a healthy, safe and vibrant place to live and work.

## GOALS AND KEY INDICATORS

County departments align their individual department goals with overall county goals. This helps Marion County manage public resources effectively to address identified issues. Key indicators are used to help forecast trends and determine both budget and program needs, as well as policy decisions. Key indicators consist of statistics and fact-based data that are updated on a regular basis. Marion County's goal in public safety is shown with a summary of associated key indicators by department.

### **Public Safety**

Goal 3: Protect the people, property and economy of Marion County by pursuing a safe and secure community. This is achieved through a balanced, collaborative and coordinated public safety system that can be efficiently supported and sustained into the future.

### **Key Indicators**

#### Children and Families Department

- Annual 3rd grade reading scores
- Annual 8th grade reading scores
- High school completion rate
- High school dropout rate

#### District Attorney's Office

- Adult prosecution criminal cases submitted
- Adult prosecution drug endangered children cases prosecuted
- Adult prosecution cases resolved in the Early Disposition Program (EDP)
- Juvenile enforcement delinquency petitions filed
- Juvenile enforcement dependency petitions filed
- Victim Assistance Program services provided to victims of crime
- Notices sent to victims of crime
- Child support enforcement funds collected
- Number of death investigations completed by the Medical Examiner
- Number of homicide investigations completed by the Medical Examiner

#### Juvenile Department

- Recidivism - number of juveniles, no subsequent referrals, and subsequent referrals
- Chronic offender recidivism
- Restitution payments made to crime victims

## Sheriff's Office

- Crime prevention unit outreach to Neighborhood Watch meetings and community events
- Intelligence led public safety services
- Mentally ill persons entering the corrections system
- Number of community education events and number of traffic crashes and fatalities handled by the traffic safety team
- Comparison of recidivism rates



## Marion County

### **PUBLIC SAFETY COORDINATING COUNCIL**

#### BY-LAWS

Revised 2011

**1. Name**

This Committee is established pursuant to ORS 423.560 and shall be known as the Marion County Public Safety Coordinating Council.

**2. Mission**

Increase community safety by reducing violence to and by children, youth and adults; reduce alcohol and drug abuse; reduce fear of crime.

**3. Purpose**

The purpose of the Marion County Public Safety Coordinating Council is to increase public safety by enhancing law enforcement efficiencies and reducing crime. The Council shall at a minimum:

- a. Develop and recommend to the Board of Commissioners a plan for use of:
  - (1) State resources to serve the local offender population; and
  - (2) State and local resources to serve the needs of that part of the local offender population who are at least 15 years of age and less than 18 years of age, which plan must provide for coordination of community-wide services involving prevention, treatment, education, employment resources and intervention strategies.
- b. Coordinate local criminal justice policy among affected criminal justice entities.
- c. Develop and recommend to the county Board of Commissioners the plan for use of state resources to serve the local youth offender population.
- d. Coordinate local juvenile justice policy among affected juvenile justice entities.
- e. In consultation with the Marion County Children and Families Department, develop and recommend to the county board of commissioners a plan designed to prevent criminal involvement by youth. The plan must provide for coordination of community-wide services involving treatment, education, employment and intervention strategies aimed at crime prevention.
- f. Consider proposed establishment of halfway houses, work release centers, treatment homes and other facilities by public agencies pursuant to ORS 169.690.

- g. Provide annual summary to the Oregon Criminal Justice Commission outlining county program, service or budget changes made in response to recommendations of the Council.

#### 4. Membership

##### a. Representation.

- (1) **Membership based on county position.** The Marion County Board of Commissioners shall appoint the following members of the Marion County Public Safety Coordinating Council. These members shall have the authority to vote and shall remain members of the Council as long as they hold the identified position:
  - i. The Marion County Sheriff (who also acts as director of community corrections in Marion County);
  - ii. The Marion County District Attorney;
  - iii. The Marion County Juvenile Department Director;
  - iv. The Marion County Health Department Director (who also acts as mental health director in Marion County); and
  - v. The Marion County Children and Families Department Director.
  
- (2) **Membership based on appointment for term.** The Marion County Board of Commissioners shall appoint the following members of the Marion County Public Safety Coordinating Council. These members shall have the authority to vote:
  - i. A police chief selected by the police chiefs in Marion County;
  - ii. A Marion County commissioner;
  - iii. Two lay citizens;
  - iv. A city councilor or mayor who shall be selected by the cities in Marion County;
  - v. A city manager or other city representative who shall be selected by the cities in Marion County;
  - vi. A school district representative;
  - vii. Two business representatives; and
  - viii. Up to four additional members who may be recommended by the Marion County Public Safety Coordinating Council. .
  
- (3) **Membership based on appointment by presiding judge.** The presiding judge of Marion County shall appoint one state court judge, and shall appoint one public defender or defense attorney as voting members of the Marion County Public Safety Coordinating Council. The presiding judge of Marion County may also appoint the following members of the Marion County Public Safety Coordinating Council as voting members:
  - i. An additional state court judge;
  - ii. An additional public defender or defense attorney; and
  - iii. One representative from the Trial Court Administrator's Office.
  
- (4) **Non-voting members.** The Marion County Board of Commissioners shall appoint the following members of the Marion County Public Safety Coordinating Council as non-voting members:

- i. A representative of the Oregon State Police who is selected by the Superintendent of the State Police;
  - ii. A representative of the Oregon Youth Authority who is selected by the Director of the Oregon Youth Authority.

- b. Appointment.** The Marion County Public Safety Coordinating Council shall be comprised of no more than twenty-five (25) members (voting and non-voting), who shall be appointed as noted above. Members identified in Sections 4(a)(2) and 4(a)(4) shall be appointed for terms of three years.
- c. Duties.** Members of the Public Safety Coordinating Council undertake the responsibility of assisting the Council in achieving its mission. Fulfillment of this responsibility includes the following:
  - (1) Provide support to the Council in the community;
  - (2) Work on Council projects to advance its goals;
  - (3) Communicate with members in order to facilitate the work of the Council;
  - (4) Regularly attend meetings. More than five (5) unexcused absences in any 12-month period may result in removal of the member from the Council. A member's absence is unexcused if the member fails to notify county staff in advance of a meeting that the member will not attend the meeting.
  - (5) Attend meetings prepared to participate.

## 5. Termination.

- a. Removal by Board of Commissioners.** The Council members identified in subsections 4(a)(1)(v), 4(a)(2)(ii) and (iii) and 4(a)(4)(vi), (vii) and (viii) shall serve at the pleasure of the Board of Commissioners. The Board of Commissioners may remove a Council member on its own motion or upon the recommendation of the Council.
- b. Removal by Presiding Judge.** The Council members identified in Section 4(a)(3) shall serve at the pleasure of the presiding judge. The presiding judge may remove these Council members on his or her own motion or upon the recommendation of the Council.
- c. Resignation.** Resignations by members shall be submitted in writing to the Marion County Public Safety Coordinating Council chair and announced at the next regularly scheduled meeting. The chair shall forward a copy of the resignation to the Board of Commissioners and the presiding judge.
- d. Reasons for dismissal.** The Board of Commissioners may remove a member identified in subsections 4(a)(1)(v), 4(a)(2)(ii) and (iii) and 4(a)(4)(vi), (vii) and (viii) when it determines that it is in the interest of the Council or the county to do so. The presiding judge may remove a member identified in Section 4(a)(3) when he or she determines that it is in the interest of the Council or the county to do so.

## 6. Meetings.

- a. **Public meeting laws.** The Marion County Public Safety Coordinating Council is a public body subject to the public meetings and record laws as stated in ORS Chapter 192. All meetings will be open to the public.
- b. **Regular meetings.** The Council meets on the second Tuesday of each month at 4:00 p.m. Regular meetings may be canceled or changed to another specific place, date and time provided that actual notice is given.
- c. **Notice.** The Council will provide for and give public notice, reasonably calculated to give actual notice, to Council members, interested persons, news media that have requested notice, and general public notice. Notice shall include the time and place for holding regular meetings. The notice will also include a list of the primary subjects anticipated to be considered at the meeting. Distribution of meeting notices will be in a manner that maximizes the potential of the public awareness of the proceedings of the Council and to participate in its deliberations. Whenever possible, matters resulting in a recommendation to the Board of Commissioners will be deliberated during a minimum of two meetings to assure maximum participation.
- d. **Special meetings.** Special meetings may be called by the Council chair by notifying all members and the general public through a news media notice not less than 24 hours prior to the time of the special meeting. When possible, notice should be provided as soon as possible to encourage public participation.
- e. **Quorum.** The majority of the appointed voting membership of the Council will constitute a quorum for the transaction of all business at meetings. Non-voting members are not counted towards achieving a quorum. Members may attend either in person or by conference call so long as persons in attendance and on the telephone can both hear and communicate with each other. Members attending by telephone conferencing may be counted towards achieving a quorum.
- f. **Decision making procedure.** Each Council member identified in Sections 4(a)(1), 4(a)(2) and 4(a)(3) will be entitled to one vote on all issues presented at meetings at which the member is present. The primary decision-making method shall be the consensus process. Consensus is achieved when all members approve an action. However, if consensus cannot be achieved with regard to any issue, decision-making shall be accomplished by majority vote. Majority is defined as a majority of the quorum.
- g. **Minutes.** The staff member assigned to the Council will cause meeting minutes to be prepared. Minutes will include a list of the

members present, motions, proposals, resolutions, and orders proposed and their disposition, the results of all votes and a vote by each member by name, the substance of any discussions on any matter, and reference to any document discussed at that meeting. Minutes will be distributed to the membership one week prior to the monthly meeting. Minutes will also be distributed to the Board of Commissioners and posted on the department's website.

- h. Agendas.** Items may be placed on a meeting agenda by any Council member or by county staff. The agenda will be distributed to members at least five (5) days prior to a regular meeting.

**7. Steering Committee.**

- a. Members.** Only members of the Council may serve on the Steering Committee. The Steering Committee shall be comprised of the chair, vice-chair, at least one citizen representative and at least one representative from each of the following city and county agencies:
  - (1) A city police department;
  - (2) The Marion County Sheriff Office;
  - (3) The Marion County District Attorney's Office;
  - (4) The Department of Children and Families;
  - (5) The Marion County Juvenile Department.
- b. Steering Committee meetings.** The Steering Committee shall meet prior to the regular meeting of the Council. The chair of the Council shall appoint the members of the Steering Committee. Any member of the Council may attend and participate in the Steering Committee meetings. The Steering Committee shall be responsible for the following:
  - (1) Developing the Council meeting agendas and ensuring matters are ready for Council meetings;
  - (2) Ensuring assignments are completed and prepared for Council meetings;
  - (3) Making recommendations to the Council for the formation of Task Teams;
  - (4) Recommending, to the Council, individuals to serve on Task Teams;
  - (5) Ongoing coordination of teams created by the Council.

**8. Task Teams.**

The Council may authorize the formation of special committees, called Task Teams, as necessary to deal with specific problems or issues as the Council believes appropriate. All Task Teams are required to report their information and/or recommendations to the Council. Task Team members need not be members of the Council. The Council will select the members of the Task Teams.

9. **Officers.** A County Commissioner will be the chair and will facilitate Council meetings. The chair will select the vice-chair with the consent of the Council.
  - a. **Chair responsibilities.** The chair will act as leader of the convened meeting and as the parliamentarian. The chair will enforce Council directives, guidelines and membership rules and will guide the conduct of public meetings. The chairperson is the official representative of the Council and shall be the spokesperson to the media.
  - b. **Vice chair responsibilities.** In the absence of the chair, the vice chair will assume the chair's responsibilities. If neither the chair nor vice chair is available for a publicly-convened meeting, then the assembled quorum of the meeting will select a temporary chairperson to conduct the meeting.
10. **Conflicts of Interest.**
  - a. **Declaration.** The Council is subject to ORS 244.020, 244.040(1), and 244.120 to 244.030, defining conflict of interest and establishing protocols for members of public bodies in Oregon. Council members are expected to declare a conflict of interest prior to consideration of any matter causing a potential or actual conflict.
  - b. **Potential conflict defined.** A potential conflict of interest exists when a Council member takes an action that reasonably could be expected to have a financial impact on that member, a relative, or a business with which the member or member's relative is associated. The Council member may participate in an action after declaring the potential conflict and announcing its nature.
  - c. **Actual conflict defined.** An actual conflict of interest exists when an action is reasonably certain to result in a special benefit or detriment to the Council member, a relative, or a business with which the member or member's relative is associated. The member will declare the actual conflict and announce its nature. The member must then refrain from taking any official action, except when the member's vote is necessary to achieve a quorum. When a vote is necessary to achieve a quorum, the member may vote, but may not participate in any discussion or debate on the issue out of which the actual conflict arises.
11. **Amendment to Bylaws.**
  - a. **Initiated by Council.** The Council may propose amendments to the bylaws. Any recommendations agreed upon by the majority of the Council shall be forwarded to the Board of Commissioners for its approval. In accordance with Administrative Policy B-17, bylaws will be reviewed by the Council chair every three years.





## MARION COUNTY SHERIFF'S OFFICE

JASON MYERS, SHERIFF

November 4, 2010

Marion County Commissioner Patti Milne  
Local Public Safety Coordinating Council  
PO Box 14500  
Salem, OR 97309

Re: Sheriff's Office Budget Update for LPSCC

Dear Commissioner Milne:

In late 2009, the Marion County Sheriff's Office identified its four core functions and top 10 objectives. You will find a copy of the core functions and objectives on the second page of this letter. We use these as a template as we strategically address issues and make Office decisions.

We prepared a "status quo" budget for the 2010-11 fiscal year, which had been reduced by 7% in the previous fiscal year. As we proceed through the 10-11 FY, we keep an eye towards the looming state deficit and we make prudent decisions to best prepare for the coming year. With that being said, the 09-11 state biennium reduction to our Office amounts to about \$720,000, which must be returned to the state in June 2011. To address this issue, we will use contingency funds, Jail overtime cost savings and reduce GPS services within Parole & Probation.

As we move towards the 11-13 biennium, we are being proactive in our budgetary decisions, preparing for a potential cut of 25-30%. This would be a "worst case scenario," but there are mitigating steps we can take now to better prepare to address such cuts. Should the worst case scenario cuts be implemented, we would also be required to make reductions to the Jail budget. Again, we are being proactive in our approach and at this point, we are examining all cost saving opportunities, while keeping public and employee safety our top priority.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Myers".

Jason Myers, Sheriff

Marion County Courthouse • 100 High Street NE / PO Box 14500, Salem, OR 97309  
503.588.5054 • 503.588.7931 (fax) • [www.co.marion.or.us/so](http://www.co.marion.or.us/so)

# MARION COUNTY SHERIFF'S OFFICE

## *CORE FUNCTIONS*

1. **Keeping our community safe** through maintaining a safe and secure jail and work center, patrolling and conducting criminal investigations, providing civil process, supervising offenders through Parole and Probation, providing search and rescue response, and keeping our courts safe and accessible to the public through judicial security.
2. **To continue to work collaboratively with our community and public safety partners** with an emphasis on the prevention of crime, problem solving, and being responsive to the community's needs for public safety.
3. **To continue to seek and retain professional and competent staff** as well as continue the professional development of all employees.
4. **To be fiscally responsible** and maximize the public's resources that we are entrusted with.

## *TOP 10 OBJECTIVES*

These 10 objectives are the guiding principles behind the decisions we make as an Office.

1. Focus on employee safety as a first priority at all times;
2. Focus on the legitimate, identified needs and priorities of the residents and visitors of Marion County;
3. Demonstrate fiscal accountability through showing taxpayers a high return on the public funds entrusted to us;
4. Steadily contribute to the quality of life in our community by involving our citizens;
5. Steadily enhance our relationships, communications, and mutually-beneficial partnerships;
6. Contribute to employee satisfaction by creating and maintaining an internal culture that values employee input, personal accountability, and recognition for a job well done;
7. Systematically work toward maintaining adequate, sustainable, dedicated funding for current and future Sheriff's Office operations, infrastructure, training and staffing;
8. Support Marion County's economic growth and future direction by recruiting and retaining well-qualified, well-trained professional team members focused on public safety;
9. Focus on the highest professional standards of public safety and our core services within the resources provided to us;
10. Demand management excellence by ensuring we are planning for the future needs of our community and our employees.

# Marion County Sheriff's Office Parole & Probation Division

Annual State Plan  
July 1, 2011 – June 30, 2012

## EXECUTIVE SUMMARY

**“Hope to change”  
“Courage to make it happen”  
“Determination to follow through”**

The Marion County Sheriff's Office continually strives toward excellence. Excellence demands the effective use of available resources and ceaselessly seeking new ways to enhance service delivery within our community. Our resources include: budgeted funds, equipment, buildings, and contracted programming. However, our most valuable resource is our employees. The Marion County Sheriff's Office has employees and volunteers who are exceedingly dedicated, well trained, and respond creatively to any and all demands.

Over the last six years, the Parole and Probation Division has embraced Evidence-Based Practices (EBP) as a key, guiding philosophy to deliver supervision service to our offender population and implemented many program elements to demonstrate its transition toward EBP. Both line staff and management have been trained by Professor Edward Latessa, University of Cincinnati, and his “what works” research and implemented techniques to enhance offender motivation and risk reduction. Additionally, the division has continued to implement the Correctional Program Checklist (CPC), which is a program assessment designed to determine how closely programs meet known principles of effective intervention, and has evaluated all its contract treatment programs to determine overall “evidence based” effectiveness. Internally, our EBP implementation has focused our efforts on three key principles:

- **The Risk Principle:** Offenders who pose the higher risk of continued criminal conduct receive the most intensive correctional treatments and programming. This principle is addressed through the division's use of the Level of Service/Case Management Inventory (LS/CMI), a validated risk and needs assessment, to determine whom our highest risk offenders are. All division staff have been trained on the use of the assessment, which is utilized during the pre-release transition process and upon supervision assignment to the field. In late 2008 and early 2009, the Case Management Inventory was replaced with our Change Contract in furtherance of our EBP philosophy. The purpose of the Change Contract is to facilitate offender department, identify strengths, target

crime producing needs, and focus on small, realistic, incremental steps designed to bring future success and positive case outcomes.

- **The Need Principle:** Our treatment programs must target crime producing needs which are highly correlated with criminal conduct such as antisocial peer associations, substance abuse, lack of problem solving and self control skills, and motivation. As with risk, this principle is addressed through the use of the LS/CMI and our Change Contract.

- **The Responsivity Principle:** This is the way in which correctional programs should target those known risk and need factors, utilizing programs that are behavioral in nature. Currently the Parole and Probation Division utilizes the University of Rhode Island Change Inventory (URICA) to determine any particular offenders “stage of change”—which indicates whether an offender is willing to address and/or change a problem area (i.e. crime or drug use) in his/her life. Offenders who are scored “not ready” to change are referred to motivation and cognitive programming; and those who are “ready” to change receive a direct treatment referral as needed. Additionally all division staff have been trained in the use of Motivational Interviewing, an offender-centered communication technique designed to elicit behavior change by helping offenders explore and resolve ambivalence.

Overall, our goal at the Sheriff’s Office is to provide organization, evidence-based programs, custody/sanctions and other support services that will make the most effective use of available resources to protect the public and promote the reformatory process. Further, we strive to enhance the integrity of the law, and implement and maintain programs and efforts geared toward empowering the offender to become a contributing member of the community.

For the 2011-2013 biennium, we have designed a program addressing these challenges within the scope of our operating principles.

**Accomplishments during 2009-2010:**

- Bureau of Justice Assistance/Second Chance Act award of \$302,768. These monies allowed for the continued funding of our local Marion County Reentry Initiative (MCRI) in the form of transitional housing at Quest for Change, as well as enhanced support services and treatment which target specific criminogenic risks of our offenders returning to our community from incarceration.
- Continued Correctional Program Checklist (CPC) program evaluations for appropriate Marion County treatment programming.
- Continued partnership and participation with the Statewide Transition Network.
- Ongoing participation and partnership in the Domestic Violence Council.

- Continuous quality assurance and skill development with Motivational Interviewing and the LS/CMI.
- Expanded on-line supervision fee payment options for offenders.
- Hired Employment Coordinator, Employment Integration Specialist, and Corrections Educator to provide enhanced services and programming for our charged population.
- Full implementation of motivation and cognitive programming for our pre-contemplative intake population.
- Positive movement in state benchmarks: recidivism, employment, treatment, and positive case closures.
- Implemented quarterly Release Orientation in partnership with Oregon Citizens United for Rehabilitation of Errants (CURE), a community based organization dedicated to the support of the incarcerated and their families by advocating for effective criminal justice policies and practices.
- Routine attendance at quarterly Neighborhood Association meetings in Salem and outlying areas.

### **Accomplishments during 2010-2011:**

- Increased inter-agency collaboration: parole/probation officers as members of Special Weapons and Tactics (SWAT), Search and Rescue (SAR) and Tactical Negotiation Team (TNT).
- 59:1, offender to parole/probation officer caseload average.
- Implemented Student Opportunity for Achieving Results (SOAR), an intensive and collaborative 12 week cognitive based treatment and employment program designed for drug addicted offenders returning to the community from incarceration with high criminogenic needs. This program is delivered at the Chemeketa Community College Campus and offers a variety of services including enhanced supervision, cognitive programming, parenting classes, mentoring, housing, employment services, and addiction treatment. A recent evaluation utilizing the Correctional Program Checklist (CPC) rated SOAR as "Very Satisfactory". To date, 66% of all referrals graduate. Of that, only 5% of SOAR graduates have committed a new felony crime. Additionally, 65% are enrolled in school and/or maintaining full-time employment.
- Coordinated "Reach-In" contacts in the Department of Corrections Institutions (DOC) which consists of targeted, offender interaction to prepare releasing inmates from state prisons for long term and productive life change in the community. This change is achieved by engaging offenders 6 months prior to release and providing them with information pertaining to the various facets of re-entry into the community. Participants in the Reach-In process are educated on evidence based principles related to risk assessments, available services, and other community partners/resources. Appropriate referrals are then made to partnering Marion County Reentry Initiative partners based on assessments and the needs of the participant. Historically, our division noticed a trend of about 30% of releasing inmates failing to report as required. Since our Reach-In efforts

initiated, that number has fallen to less than 2% and our total contact numbers are top in the State of Oregon.

- Continuing trend of declining recidivism from the previous year in both our Post-Prison Supervision cases, from 26.8% to 24.2%, and Probation cases, from 23.7% to 21.2% (recidivism rate charts attached in the following). This drop or reduction in criminal activity directly translates into a safer community, substantial savings in the criminal justice system and fewer victims.
- 29 parole/probation officers and supervisors completed Effective Practices in Community Supervision (EPICS) training. This 24 hour course was provided by the University of Cincinnati and is designed to give our field officers the training necessary to effectively address key “risk” factors within our offender population to reduce the likelihood of future criminal behavior as well as maintain the highest level of accountability and community safety.
- Worked with community partners in opening the Pine Street Resource Center in Salem which is part of the Marion County Reentry Initiative designed to centralize services for our offenders to overcome barriers and to support reentry into the community from incarceration.
- Through employment services we have developed four internal employment workshops designed to assist offenders in obtaining gainful employment and becoming contributing members of society.
- Implemented a supervision strata approach in the Domestic Violence Unit and Sex Offender Unit (after piloting in the General Supervision Unit) to manage offenders by reorganizing caseloads based on level of risk. The tenants of the supervision strata stem from evidence based principles by targeting resources towards offenders who are at the highest risk to reoffend.
- Deputy from the Enforcement Division was assigned to our Special Services Unit (SSU) for a total of seven weeks during the summer of 2010. The majority of offenders assigned to the SSU are gang offenders and a small percentage that have been designated as psychopaths. The addition of the Enforcement Deputy to this unit enhanced their ability to suppress gang activity. During this seven week period the key areas of enhancement included offender accountability, shared intelligence, visibility in the community and response time to criminal activity and violations of supervision.
- Sheriff Myers appointed a local Marion County Reentry Council in early 2010 to advise the Marion County Sheriff's Office on policy matters related to persons reentering Marion County communities from incarceration.
- Formed a local Domestic Violence Jurisdictional Team with other criminal justice agencies and partners to identify our gaps in service and initiated new protocols to mirror the American Probation and Parole Association (APPA) recommended guidelines for practice.
- Developed a Continuity of Operations Plan (COOP) for our division. Our COOP establishes policy and guidance to ensure the execution of the mission-essential functions for our division in the event that an emergency threatens or incapacitates operations; and the relocation of staff and functions of any of the offices of our division are required.

**Future Plans:**

- Continuous improvement and implementation of Evidence Based Practices.
- Continue working to sustain funding for all partners involved in Marion County Reentry programs.
- Positive movement in state benchmarks: recidivism, employment, treatment, and positive case closures
- Implement revised Change Contract and new Caseload Audit to compliment the EPICS model of supervision.
- Train remainder of field officers in EPICS.
- Re-evaluate Day Reporting Program to re-align with our division's mission and evidence based principles.
- Create an on-campus employment resource center.

**Community Corrections  
and the Marion County Reentry Initiative**

Commander Jeffrey Wood, Parole & Probation Division  
Marion County Sheriff Office

Community corrections is a function of state government operated in partnership with local county-operated community corrections agencies. Community corrections activities include:

- Community-based supervision, sanctions, and services
- Directed at offenders who have committed felony crimes and have been placed under supervision
- By the Courts (probation), local control Post-Prison Supervision, and/or the Board of Parole and Post-Prison Supervision.

Community corrections provides a cost-effective means to hold offenders accountable while at the same time addressing the causes of criminal behavior and reducing the risk of future criminal behavior. Sanctions used in Community Corrections:

- Jail
- Electronic surveillance
- House arrest
- Community work crews
- Community service
- Day reporting centers
- Residential work centers
- Intensive supervision programs

Services important for long-term behavior change are used in Community Corrections:

- Outpatient substance abuse treatment
- Residential substance abuse treatment
- Anger/Domestic Violence Intervention
- Cognitive restructuring
- Sex offender treatment
- Employment
- Education
- Crisis and transition housing
- Mental health services

A 2007 Jail Survey reveals a background of:

- 414 inmates had a total of 1,134 children
- 73% were parents
- 72% used methamphetamine
- 71.5% were high school dropouts

More than 3,890 persons are currently on supervision in Marion County and more than 600 persons are released each year to Marion County from state correctional facilities.

Five key factors influence success after incarceration:

housing, employment, education, substance abuse treatment and mental health treatment.

The Marion County Reentry Initiative (MCRI) is collaborative effort involving community corrections, education, law enforcement and non-profit agencies working together to rebuild lives, promote community safety and save taxpayer money by breaking the cycle of criminal activity.

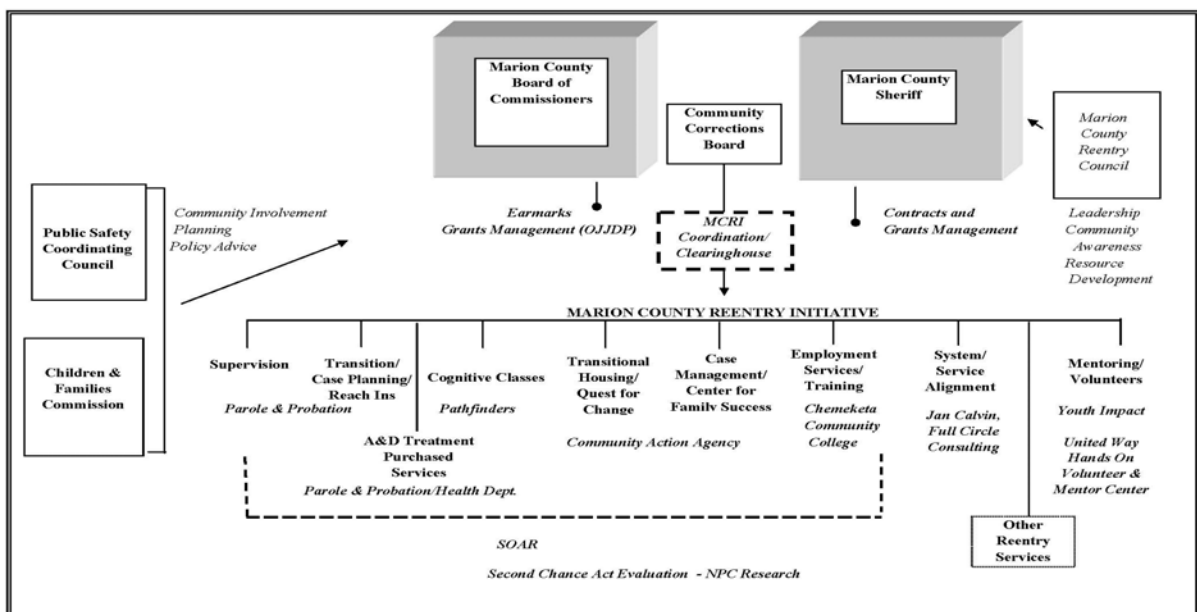
The role of the Marion County Reentry Council, established in January 2010, is to advise the Marion County Sheriff's Office on policy matters related to persons reentering Marion County communities from incarceration. The Council will provide support and leadership to the Marion County Reentry Initiative and serve as an advisory board for the federal Second Chance Act grants.

The role of the Marion County Public Safety Coordinating Council:

- Review and approve the Marion County Community Corrections Plan
- Engage in legislative support
- Advise on matters of policy
- Review and approve requests for supplemental grant funding, e.g., SOAR
- Request updates and sharing of information

Is the Marion County Reentry Initiative working?

- Over 600 people served since October 2009
- Recidivism rate of 8.5%
- Employed and/or in school: 46%
- Quest for Change has enrolled 71 Residents with 76% employed and/or in school and achieved a completion rate of 64.5%
- SOAR has 73 graduates of 111 enrolled (66% completion rate) with a Recidivism rate of 5% and 65% are employed and/or in school
- Reach-In conducts pre-release contacts and release programming, and works to assess the risk level of each inmate and assess their criminogenic needs like housing, treatment, education, and mentoring. A historical no-show rate of 30% has dropped to 1.8%.



November 2, 2010

Marion County Commissioner Patti Milne, Chair  
Marion County Public Safety Coordinating Council

Re: Update to Strategic Plan/MCPSCC

Dear Chair Milne and Council:

As discussed at our recent meetings, the intent of this letter is to outline specific impacts to the District Attorneys Office, relative to County and State budget process.

1) 2010-11 County Budget

In the 2010-11 fiscal year, the Criminal Division of the District Attorneys Office was able to maintain a stable and current service level budget. The Family Support program faced significant challenges, as unexpended net working capital—as anticipated—was depleted. In order to preserve current service delivery, and leverage Federal incentive funding, the County and District Attorney pooled General Fund dollars to address the shortfall. This resulted in a loss of FTE and a reduction in Material and Service dollars.

2) 2009-11 State Budget Allotment Reductions

Currently, the State of Oregon contributes no financial support to the District Attorneys to prosecute state crime—other than paying the salaries of Elected District Attorneys. All State contributions to Deputy District Attorney assistance and witness fees have been zeroed out by the legislature. The 2 cuts imposed by the Governor for the current biennium resulted in nearly a half million dollar cut to District Attorney salaries and benefits. At the request of the District Attorneys, these cuts were restored by the Legislative Emergency Board in September 2010.

3) 2011-13 State Budget

The current recommended state budget reduces District Attorneys salaries 5.5% for the upcoming biennium. There are no other recommended financial contributions to the District Attorneys. Any reduction to shared revenues will likely impact the General Fund departments at a county level, particularly the Sheriff and the Juvenile Department.

If I can provide further assistance or information, please let me know.

Sincerely,

Walt Beglau  
Marion County District Attorney

## Marion County District Attorney

	2006	2007	2008	2009	2010
Adult prosecution criminal cases submitted			11,071	10,799	9,899
Adult prosecution drug endangered children cases prosecuted			330	278	161
Adult prosecution cases resolved in the Early Disposition Program			1607	1900	1,609
Juvenile enforcement delinquency petitions filed			978	694	583
Juvenile enforcement dependency petitions filed			974	877	870
Victim assistance program contacts with to victims of crime			54,676	54,739	56,567
Notices sent to victims of crime.			26,900	27,709	24,805
Child support enforcement funds collected			\$17.4 million	\$17.1 million	\$17.1 million
Medical examiner death investigations			277	246	248
Medical examiner homicide investigations			12	7	7

<b>Drug Endangered Children</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>Q1</b>	<b>Q2</b>
Children taken into protective custody	1,123	851	784	940	858	862	217	206
Children born drug positive & taken into protective custody	114	83	52	36	12	12	1	3
Number of DEC cases filed	343	461	604	330	298	161	52	47
Number of dependencies filed with meth allegations	700	514	535	382	288	233	50	41

August 2011

## **Marion County Juvenile Department**

Marion County Juvenile receives approximately 3,780 referrals from Law Enforcement a year. Within those referrals are approximately 5,363 allegations of felony and misdemeanor crimes, violations of city ordinances, Minor in Possession of Alcohol and Possession of Less than an Ounce of Marijuana violations, and status offenses. The Juvenile Department provides an immediate consequence for criminal activity, evaluates criminogenic risk factors to assess likelihood of future criminal activity, provides programs, services, and sanctions to reduce risk factors, and holds juveniles highly accountable to paying timely restitution to compensate crime victims.

The Juvenile Department is supported primarily through the county general fund (82%) and fees collected through the justice system. The department receives Juvenile Crime Prevention (JCP) Funding (7% of department budget) allocated through the budget of two state agencies. JCP Prevention funding is targeted to medium and high risk youth ages 9-13 who are at imminent risk of involvement in the juvenile justice system or at risk to penetrate further into the juvenile justice system. JCP Basic funding ensures that there is a level of basic Juvenile Department infrastructure to address juvenile delinquency in each county. Diversion funding provides the juvenile department the ability to enhance programs, services, and sanctions to reduce risk factors and safely divert juveniles from commitment to a Youth Correctional Facility. These are critical funding streams to the juvenile justice system enhancing local county tools to safely manage juvenile offenders, and reduce the need for a portion of the more costly State Youth Correctional Facility bed capacity.

There is a long standing juvenile crime prevention partnership with the County Juvenile Department and State Oregon Youth Authority. Juveniles first come to the attention of the criminal justice system through community concerns, law enforcement response and referral to the county juvenile department. Marion County sorts referred juveniles for intensity of intervention by risk factors tied to engagement in criminal activity, and crime seriousness. We measure our success through three key indications: recidivism (a new felony or misdemeanor criminal referral within twelve months of initial referral); Chronic Offenders (number and percentage of juveniles who have three or more subsequent criminal referrals within twelve months of initial referral); amount of restitution paid to crime victims, and case closed where all restitution owed was paid. Marion County has significantly reduced juvenile recidivism and chronic offenders, and increased restitution earned and paid to crime victims.

When a community judicial decision is made that a juvenile could benefit and public safety best be attained through a residential treatment program or Youth Correctional Facility, the juvenile is committed to the custody of the Oregon

Youth Authority. OYA maintains the contract with residential programs and operates the State system of Youth Correctional Facilities (YCF). There is an important balance in the juvenile justice system of state and community resources to respond to juvenile crime cost effectively, and at the appropriate level of intervention tied to the best outcomes in reducing future criminal risks to immediate and long term public safety.

In the current system, when a Marion County juvenile is committed to the Oregon Youth Authority to access a residential placement contracted to the Youth Authority, they return to our community following the placement but are supervised by the State through an OYA employee. Following release from an OYA Youth Correctional Facility Marion County juveniles return to our community under the supervision of a State OYA employee. Marion County Juvenile Department is committed to a local partnership to manage juvenile criminal activity in our community. An important component is the re-entry of juveniles who have been temporarily removed from the community to access specific risk reduction services. Marion County is interested in the transfer of the OYA community supervision responsibilities to the county juvenile department to reduce duplication, increase system efficiencies, and enhance the local community involvement and decision making of Marion County public safety.

Marion County Juvenile Department is delivering effective public safety outcomes. We are results oriented and consider impact to achieving results when determining how to make reductions. During the next two years the departments fiscal concerns are any consideration of the State Legislature to reduce Basic and or Diversion funding to the county particularly in order to fund a restoration of or addition of State Youth Correctional Facility beds. Reductions to community funding reduces programs, services, and capacity to manage higher risk juveniles safely with the result of an increase commitment to higher cost State Youth Correctional facilities. Pushing juveniles who can be safely managed in the community into higher cost and intensity programs increases the re-entry and community readjustment challenges upon release. Research indicates pushing juveniles into higher levels of custody because resources are not available does not produce the desired public safety outcomes.

Marion County Juvenile Department is committed to considering all referrals, evaluating public safety risk, and providing interventions appropriate to hold juveniles involved in criminal activity accountable, prioritizing payment of restitution to the people they have harmed, and implementing programs and services to reduce risk of future criminal activity. Our priority is to reduce the risk of high risk and chronic offenders causing the most harm to our community.

Faye Fagel, Director  
Marion County Juvenile Department



Marion County  
OREGON

## Children and Families Department

September 12, 2011

(503) 588-7975

(503) 373-4460 - FAX

**BOARD OF  
COMMISSIONERS**

Janet Carlson  
Sam Brentano  
Patti Milne

Commissioner Patti Milne  
Marion County  
451 Division Street NE  
Salem, OR 97301

RE: Children and Families Department Strategic Plan

**CHIEF  
ADMINISTRATIVE  
OFFICER**

John Lattimer

Dear Commissioner Milne:

**DIRECTOR**

Alison S. Kelley

Thank you very much for the continued privilege of serving on the Marion County Public Safety Coordinating Council. I appreciate the opportunity to interact with such a wide range of public safety partners and to identify ways in which we can work together to help our communities become safe, strong, and successful.

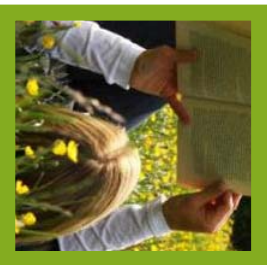
I am attaching the Strategic Priorities for the Children and Families Department for Fiscal Year 2011-12 for your consideration and for inclusion in the Marion County Public Safety Coordinating Council 2011-12 Strategic Plan as you see fit. Children and Families Department goals reflect two years of community input and prioritization by the Marion County Children and Families Commission. We selected goals that would yield the greatest strategic benefit and collective impact. Our goals of helping youth succeed, strengthening families (and reducing child maltreatment), and promoting community literacy all support public safety goals because as we work toward success, we will see more young people and their families engaging in positive activities and behaviors. That, in turn, will yield stronger and safer communities.



Please let me know in what other ways I might support your work and leadership.

Respectfully submitted,

Alison Kelley



Marion County Children and Families Commission

# 2011-12 STRATEGIC PRIORITIES

*Building safe and strong families  
so children and youth can thrive  
in school and in life*



## 2011-12 Strategic Priorities

	<p><b>Goal 1: Help Youth Succeed</b></p>	<ul style="list-style-type: none"> <li>a) Increase assets, resources and services for youth</li> <li>b) Facilitate youth transition to jobs and careers</li> <li>c) Reduce risks for runaway and homeless youth</li> <li>d) Reduce teen pregnancy rates</li> </ul>
	<p><b>Goal 2: Build Safe and Strong Families</b></p>	<ul style="list-style-type: none"> <li>a) Increase parenting supports including public education</li> <li>b) Promote early childhood social/emotional development</li> <li>c) Prevent and reduce child abuse and neglect</li> <li>d) Support foster families and children in foster care</li> <li>e) Increase availability of neighborhood-based resources</li> </ul>
	<p><b>Goal 3: Promote Literacy Through Reading for All</b></p>	<ul style="list-style-type: none"> <li>a) Improve community literacy</li> <li>b) Improve early childhood cognitive development and readiness to learn</li> <li>c) Increase third grade reading achievement</li> <li>d) Increase eighth grade reading achievement</li> <li>e) Improve high school completion rates</li> </ul>

*The Marion County Children and Families Commission monitors the pulse of Marion County's children, youth and families, addressing expensive problems that are beyond the scope of any single organization. From reducing the numbers of children in foster care to increasing books available to disadvantaged children, the Commission develops creative solutions to complex issues. Grounded in research and fueled by passion, Children and Families Commission members employ their influence to improve the lives and futures of our children. The Commission saves public money by involving the whole community. Together we are creating a brighter future.*



# 2011-2012 Strategic Infrastructure Design

Building safe and strong families so children and youth can thrive in school and in life

## Goals

### Project Leaders

### Intended Outcomes

<p><b>Help Youth Succeed</b></p> <p><b>Youth Consortium</b></p> <p><b>Youth Resources Action Team</b></p> <p><b>Teen Pregnancy Prevention Action Team</b></p>	<p><b>GC Cultural Consortium</b></p> <p><b>Community Progress Investments</b></p> <p><b>Reading for All</b></p> <ol style="list-style-type: none"> <li>Increase assets, resources &amp; services</li> <li>Facilitate youth transition to jobs</li> <li>Reduce risks for runaway &amp; homelessness</li> <li>Reduce teen pregnancy rates</li> </ol>
<p><b>Build Safe and Strong Families</b></p> <p><b>Great Beginnings Consortium</b></p> <p><b>Family Preservation Action Team</b></p> <p><b>Parent for the Future</b></p>	<ol style="list-style-type: none"> <li>Promote early childhood development</li> <li>Increase parenting supports</li> <li>Prevent &amp; reduce child abuse/neglect</li> <li>Support children in the foster care system</li> <li>Increase availability of neighborhood resources</li> </ol>
<p><b>Advance Community Literacy</b></p> <p><b>Reading for All Action Team</b></p>	<ol style="list-style-type: none"> <li>Improve community literacy</li> <li>Improve early childhood readiness to learn</li> <li>Increase third grade reading achievement</li> <li>Increase eighth grade reading achievement</li> <li>Improve high school completion rates</li> </ol>

**MARION COUNTY HEALTH DEPARTMENT**  
**2009-2011 Marion County Biennial Implementation Plan**

Rod Calkins

Executive Summary

The Marion County 2009-2011 Implementation Plan for Behavioral Health Services extends and builds upon earlier plans for alcohol and drug prevention and treatment, mental health services and problem gambling prevention services. These plans have all included broad stakeholder participation from their inception with responses from a web-based survey more than doubling for the 2009-2011 plan. A total of 163 survey responses were submitted from a wide range of respondents. Results of the present planning process indicate that many of the previous plans' service priorities are still applicable. In addition, a number of key themes emerged based on the respondents' prioritization of services and the large number of comments received in response to four questions asked in the survey.

The key themes/issues that emerged are:

- Lack of access due to lack of insurance, being low income, indigent or underinsured.
- Lack of services for older adults.
- Lack of understanding/knowledge of what services are available, how to access these services, and where to get information regarding how to access services.
- The need for culturally appropriate, family system approaches in treatment, with education/information, supports, treatment etc. that include parent education and parenting classes.
- The lack of bilingual and bi-cultural providers/clinicians.
- School-age services for children should be more community based vs. agency based.
- More co-occurring services for Alcohol & Drug and mental health are needed.
- Recognition of the need for trauma informed/focused services.
- The general public needs more information and education regarding the impacts of problem gambling; peer support services and methadone treatment.
- More availability and better access to residential services that includes basic housing and treatment facilities is needed.
- More services are needed in rural areas.
- Access to affordable medication and psychiatric services remains an issue.

As a result of the planning process, the following critical needs were identified for A) mental health, B) alcohol and drug treatment services, C) problem gambling services, and D) improving access and client outcomes.

### A. Mental Health

Funding for services that cover all members of families affected by a mental health issue, either of children, siblings or parents, is a high priority need in mental health services. All too often, only the children are covered by the Oregon Health Plan thus making it difficult to do parent or family work that benefits the family members who have a mental health issue. Evidenced based practices point to a clear need for more of a family systems approach to treating either children and/or parents with a mental disorder or mental illness. Lack of funding for low income/indigent families and/or lack of insurance coverage is a barrier to effective treatment and the implementation of evidence based best practices.

As our population ages and as patients are discharged from the Oregon State Hospital, there is an increased need for in-home and community based mental health services designed specifically for older adults and the geriatric population. This is especially true for those suffering from dementia that often have difficulty succeeding in traditional adult foster home placements. Development of a workforce that is trained to meet the mental health needs of the older adult and the geriatric population is also a high priority need.

Developing residential capacity and the infrastructure necessary to accommodate the approximately 90 residents of the Oregon State Hospital who will be discharged in to Marion County over the next few years is a high priority need for the community mental health program. Additional funding is necessary to fully develop the continuum of housing services for this purpose, including more supportive housing, transitional housing and Residential Treatment Facilities to serve the Psychiatric Security Review Board population as well as the older adult population as noted above. Funding to fully implement evidence based best practices such as the Assertive Community Treatment model and full wrap-around services is also a high priority in meeting the mental health needs of folks discharged from Oregon State Hospital.

Several aspects of forensic mental health services are a high priority need. A very high priority is the ability to divert people who have a mental health disorder or mental illness from becoming incarcerated or further involved in the criminal justice system. This is being addressed in Marion County in several ways. For two years, we have partnered with the Sheriff's office to conduct two, 40-hour Crisis Intervention Trainings each year for law enforcement personnel. However, continued funding for this endeavor is uncertain. Recently, Marion County partnered with the Salem Police Department to provide ten weekly 1-hour trainings on mental health issues and crisis intervention; however, this does not match the level of in depth training acquired via Crisis Intervention Trainings.

Although Salem Police Department is very interested in providing more training for its officers in order to enhance their ability to recognize and deal appropriately with potential offenders who have mental health issues, adequate funding to do so is not available. The Marion County Mental Health Court that has been in operation since December 2006 works successfully with folks who have Oregon Health Plan (OHP) coverage to assist them in not returning to jail. However, funding for treatment of indigent, low income or uninsured folks who are eligible for Mental Health Court is extremely limited and rarely are clients accepted without Oregon Health Plan coverage.

The ability to diagnose and/or treat offenders while they are incarcerated who may have or area already known to have a mental disorder or mental illness is a systems issue. This is caused either by lack of any insurance, being indigent, or by loss of OHP coverage or other insurance coverage during incarceration. The ability to offer transition services for people who are released from jail and have a mental health condition is also limited due to the time it takes to reinstitute OHP coverage, or due to lack of funding for those who are indigent or low-income or uninsured. Providing transitional mental health services and supports is key to reducing recidivism and assisting people in recovery.

#### *B. Alcohol and Drug Treatment Services*

Insurance coverage for and access to indigent substance abuse treatment services remains a high priority for this next biennium. In our current Biennial Plan Survey, we had a number of comments about reduced access to detoxification, inpatient and outpatient treatment due to funding cuts. While we have had some restorations in funding since the cuts in 2002 and Oregon Health Plan Standard is being reopened, we believe the restorations will have a limited impact due to a substantial backlog of unmet needs and the limited numbers of openings across the state.

In 2002, the largest proportion (upwards of 60%) of people needing substance abuse treatment services were covered under OHP Adults and Couples/OHP Standard. People insured under OHP Standard were also the most vulnerable to losing their coverage when their children were placed in foster care or they were incarcerated. The reopening of OHP Standard is a welcome restoration, but we are also realistic about how much impact it will have on our backlog. We would also like to add our support to the recommendations of the Marion County Children and Families Commission on preserving or restoring OHP Plan eligibility for incarcerated people/parents with children in foster care.

In looking at social service data across counties and regions, we also believe it is important to note that Marion County has a disproportionate number of people/families with unmet needs due to the number of jails/prisons and psychiatric facilities in the county. Marion County lacks the funding to compensate for adverse selection, which has been highlighted in the recently

approved 6-Year Plan from the Marion County Children and Families Commission. We would like to add our voice to that concern as well. We believe the data from Department of Human Services on the disproportionate number of children from Marion County in foster care and the lack of inpatient treatment services specific to Spanish speaking families with children in foster care illustrates the access problems well.

From our survey respondents, early intervention for youth substance abuse was identified as a priority and we also had a number of comments about the need for increased integration between behavioral and primary health services, increased access to medications and prescribers, methamphetamine specific treatment and increased family services, e.g. family counseling/parent training. In addition, we also saw a significant increase in prioritizing services for older adults and victims of trauma.

### C. Problem Gambling Services

In our current Biennial Plan Survey, Problem Gambling Prevention and Treatment was ranked the lowest of 25 priorities. We believe this reflects a fundamental lack of understanding about the pervasiveness and seriousness of these problems in our communities. Problem gambling is emerging as a serious behavioral health concern with numerous negative consequences for the gambler, their families, employers and communities. Because problem gambling is a relatively new phenomenon in Oregon, the general public, health providers and allied agencies are not yet aware of the seriousness of its' impacts.

Many problem gamblers are especially vulnerable for critical incidents related to suicide. This is especially true when a crisis occurs, which is a common experience for people prior to seeking treatment or during a relapse.

While we have some crisis respite capacity for gamblers at risk for suicide in St. Helens and the Medford area, these are not always viable alternatives for people that are not stable or safe enough to travel alone. The cost of secure transport and/or transportation by clinical staff is cost prohibitive and generally not a feasible solution as the Medford program is the only gambling specific respite facility with psychiatric services on site. In addition, developing local crisis respite/hospital diversion capacity for gamblers with high suicide risk has emerged as a local priority as Marion County has the only residential gambling program in the state, and consequently serves people at higher risk.

In the 2009-2011 biennium, we propose to develop hospital diversion/respite capacity within our existing Psychiatric Crisis Center. This will include gambling specific training for crisis screeners, crisis associates and home providers. It will also include a protocol for screening and referral based on the acuity of the person's needs. While we anticipate utilizing the other existing crisis respite services, we believe that local capacity for people at the highest risk levels is a

need and a priority. We do not anticipate increased costs associated with this capacity building.

#### D. Improving Access and Client Outcomes

1. Funding for Care for people who are uninsured, low income, underinsured or indigent.

Survey results, comments and input from stakeholder groups clearly identify the need for funding for services to the uninsured, low income and under-insured populations as critical to improving access as well as outcomes, especially in the adult population. Loss of Oregon Health Plan Standard along with eligibility restrictions in the prior biennia has created significant problems in the community. Loss of access to indigent primary care services, including dental care and chronic pain management, also impacts the needs for mental health and substance abuse services in the uninsured/underinsured population.

The lack of available transition services for persons released from the County's five correctional facilities that have mental health and/or substance issues contributes to a high rate of re-offending and long-term addiction and mental health problems.

Children are also impacted when parents are unable to obtain needed mental health and substance abuse treatment services and may require services themselves as a result of abuse, neglect, or other forms of mistreatment.

2. Increase in services and supports for parents and families affected by mental health and substance abuse issues.

These include: a) outpatient children's mental health (age 0-18); b) early intervention for youth substance abuse; c) early childhood mental health (0-5); d) parenting skills and education; and e) adult mental health and addictions services.

3. Bilingual/bi-cultural Services and Providers.

There is a critical need for more fully trained bi-lingual and bi-cultural mental health and addictions treatment providers, especially in rural areas serving the Hispanic population.

4. Public Information and Accessibility of Services.

There is a clear lack of understanding by the general public and by allied service providers, schools, etc. regarding what county services are available, how to get information regarding specific services and how to access resources provided by the County.

5. Access to medication management services for children and adults and the need for an increase in the availability of prescribers in our community remains an issue.

The lack of child psychiatrists in Marion County and the lack of access to adult and geriatric psychiatric services (including psychiatric nurse practitioners) that are willing to work in the community mental health system is a problem that continues. Increases in costs of medications and limitations of insurance benefits for psychiatric medications are also access issues.

#### 6. Forensic Mental Health and Alcohol & Drug Services

Prior cuts in Mental Health and Alcohol & Drug services for Oregon Health Plan clients has resulted in a dramatic increase in the number of incarcerated persons in need of mental health and substance abuse treatment and transitional services. Although available through County general funds, services in the jail to identify and assess mental health and Alcohol & Drug issues are minimal as are transition supports and services for those released from correctional facilities. Increased state funding is needed to address this issue. In addition, support is needed for workforce development to ensure that staff are adequately trained and have experience in working with the offender population.

The Marion County mental health court for consumers of mental health services who are involved in the criminal justice system (much like the existing drug court in Marion County for substance abusers) has assisted in diverting clients into mandated intervention and treatment services. However, more significant funding for treatment of mental health court clients, especially those who are indigent, is needed to reduce the likelihood of re-offending and jail recidivism rates. There is widespread support for further development of a Marion County Mental Health Court from within the criminal justice, mental health and judicial systems.

#### 7. Services for People Involved in the Criminal Justice System

There is clear need for enhanced access to mental health and addiction services for people involved in the criminal justice system, in particular for parents and for methamphetamine specific treatment. Increased availability of parent training and education and mental health services for children whose parents are involved in the criminal justice system is also needed.

Link to the Children's and Families Commission Comprehensive Plan  
Marion County's Coordinated and Comprehensive Planning Process (reference OR 417.705-407.797) and the Marion County Prevention Implementation Plan have been designed to support healthy communities and families. The previous prevention coordinator worked in partnership with Marion County Department of Children and Families and Comprehensive Planning Committee in the development of the Phase II plan, logic model development and data collection plans. This helped facilitate the linking between the Comprehensive Plan and our prevention plan.

The six-year comprehensive plan was completed in January 2008. The plan focuses on the following five areas:

- 1) Runaway and Homeless Youth,
- 2) Healthy Development of Young Children,
- 3) Student Success,
- 4) Health Care Access and Availability, and
- 5) Family Preservation.

Our alcohol and drug abuse prevention program is linked to the focus area of “Family Preservation.” This is accomplished through offering parenting classes for parents of adolescents (Strengthening Families Program 10-14) and providing technical assistance to Oregon Together groups in the selection and implementation of evidence-based parenting classes for parents with younger children. Our prevention program also indirectly links to the comprehensive plan through the position of the Prevention Coordinator providing technical assistance and specific supports to community based entities, schools, and county agencies.

## **Oregon Youth Authority Fiscal Impacts Summary Report**

August 3, 2011

Michael Runyon, Manager of Marion Parole/Probation Unit  
Oregon Youth Authority

Summary of the fiscal impacts in the next two-year period.

- OYA received a 6.5% services and supplies reduction across the agency.
  - Reduction in in-state travel.
  - Reduction in purchasing
  - Reduction in Per diem's
  - Fewer close custody beds/lower close custody population. (reduction of 150 close custody Youth Correctional Facility beds.
  - Added 103 new residential placement bed capacity
  
- Government funding (federal, state and county) that your agencies pass-through to local nonprofit organizations. The following amounts are for the next two years – July 2011 to June 30, 2013:
  - Juvenile Crime Prevention Basic , Marion County contract: \$871,399
  - Diversion, Marion County contract: \$739,580
  - Individualized Service, Marion County contract: \$64,383
  - OYA contracts with local non-profit providers for residential services in Marion
  - County: \$4.2 million (estimate)for two years:
    - Christian Community Placement Center
    - Catholic Community Services



# MARION COUNTY PUBLIC SAFETY COORDINATING COUNCIL

Chair: Commissioner Patricia Milne  
Vice-Chair: Bob Royer

## Council Members:

**Eric Altman, Lieutenant**  
Oregon State Police

**Walt Beglau, District Attorney**  
Marion County District Attorney

**Ray Byrd Jr, Security Mgr**  
Salem Keizer School District

**Mark Caillier**  
Citizen at Large

**Dr. Roderick Calkins, Dir.**  
Marion County Health Dept.

**Jayne Downing, Director**  
Women's Crisis Center

**Faye Fagel, Director**  
Marion Co. Juvenile Depart.

**Don Frederickson,**  
Citizen at Large

**Tom Ewing**  
Citizen at large

**Alison Kelley, Director**  
Children & Families Comm.

**Pete McCallum, Councilor**  
City of Woodburn

**Ed McKenney,**  
Citizen at Large

**Patricia Milne, Commissioner**  
Marion County

**Jerry Moore, Chief of Police**  
City of Salem

**Diane Morse, Administrator**  
Marion County Courts

**Jason Myers, Sheriff**  
Marion County Sheriff Office

**Dale Penn, Judge**  
Marion County Courts

**Anna Peterson, Mayor**  
City of Salem

**Bob Royer**  
Citizen at Large

**Mike Runyon, Supervisor**  
Oregon Youth Authority

**Scott Russell, Chief of Police**  
City of Woodburn

**Tom Sermak,**  
Attorney at Law

**Olcott Thompson,**  
Attorney at Law

**Susan Tripp, Judge**  
Marion County Courts



## 2011 Summary Report

It was a warm, sunny evening on Friday, July 29 at Volcano Stadium when the 6<sup>th</sup> annual **“Striking Out Meth in Marion County”** drew record-setting attendance of more than 4,300 and delivered a most gratifying experience for those involved.

The number of youth who attended this year was significantly higher than in previous years. Because of 47 generous sponsors including the top three McDonald's of Salem-Keizer, SELCO Community Credit Union and Rural Metro Ambulance, youth received game tickets, meal vouchers, t-shirts, baseballs and a chance to experience a professional baseball game. A new sponsorship program this year made it possible for Boys and Girls Club of Salem and Silverton YMCA/Silverton Together to organize field trips giving more than 120 youth and their chaperones an opportunity to attend. In addition, the Bleacher Buddies program expanded to bring more foster youth.

This year, 29 participants showcased their people, programs, services and vehicles with interactive displays including photo identification cards for youth courtesy of the Marion County Sheriff's Office, the bomb detection robot of the Salem Police Department, motorcycle officers from Salem and Keizer police, and a K-9 Unit demonstration on the field pre-game and between innings. Participants also staged contests, offered give aways, and a new activity, face painting and colorful hair inserts, proved very popular.

Sponsorship revenue received this year totaled \$17,650. Expenses totaled \$15,378.25 this year. Thanks to the generosity of Volcanoes Baseball, **“Striking Out Meth in Marion County”** continues to be a low-budget event with all monies going directly to the principal costs of game tickets, meal vouchers, t-shirts, banners and baseballs for the youth who attend. The new sponsorship program this year included transportation to the event for Boys and Girls Club of Salem and Silverton YMCA/Silverton Together.

Commissioner Patti Milne once again led the planning effort. Salem Police Lieutenant David Okada managed logistics planning and enlisted volunteer police cadets to assist with directions and crowd control. Sheriff Jason Myers arrived into Volcano Stadium by private helicopter courtesy of pilot Jim Elkins, and then threw a ceremonial “first pitch.” His colleagues from other public safety agencies in Marion County followed in throwing a pitch. Jordan Schultz, a sports radio commentator and son of Commander Kevin Schultz, a member of the planning team, sang the national anthem. Jerry Howard made sure that all plans and activities fit within the game rules and procedures of Volcano Baseball. Sheriff Deputies Curt Henckel and Chris Bangs produced graphics and videos used in promoting the event.

Again this year, dozens of volunteers from the public and private sectors worked well together to bring youth a positive exposure to law enforcement and public safety, the healthy lifestyle examples shown by officers and players in uniform, and the fun of an American sporting tradition

***“Striking Out Meth in Marion County”*** continues to be the cornerstone for outreach efforts of the Marion County Public Safety Coordinating Council. No other effort brings together the many public safety agencies and first responders across Marion County, joining with federal and state agencies, local businesses and non-profit organizations in a positive show of collaboration within the excitement of a professional baseball game at Volcano Stadium! Members of the Public Safety Coordinating Council are very active in all aspects of the event from planning to distributing t-shirts to assisting with displays to handing out baseballs.

Don Russo  
August 10, 2011

**Marion County Public Safety Coordinating Council**  
**2010 Annual Report to Oregon Criminal Justice Commission**  
 Commissioner Patti Milne

**Background**

In 2007 the Oregon State Legislature passed HB 3369 which required that Boards of County Commissions that have Local Public Safety Coordinating Councils (LPSCCs) compile and send the Oregon Criminal Justice Commission (CJC) annual reports on the operation of their LPSCCs.

The requirements are:

**ORS 423.569 Annual summary**

*(1) The boards of county commissioners that have convened local public safety coordinating councils shall publish an annual summary of program, service or budget changes made in response to the recommendations of the local public safety coordinating council described in ORS 423.560 and 423.565.*

*(2) The summary shall be provided to the local public safety coordinating council and the Oregon Criminal Justice Commission. [2007 c.68]*

County: **Marion**

Report Period: January – December 2010

Reporting Person: Don Russo, staff to the Marion County Public Safety Coordinating Council

<b>Date</b>	<b>PSCC Recommendation</b>	<b>Action</b>	<b>Policy/Program affected</b>	<b>Funding provided</b>
February 9	Marion County Juvenile Crime Prevention Plan to target youth aged 10 to 17 with at-risk behavior. Juvenile Director Faye Fagel developed a specific plan responding to gaps in services for at-risk youth. She asked the council to approve the plan.	Approved	Marion County Juvenile Department	\$518,861 allocated for the 2009-11 biennium from the State of Oregon
February 9	Health Director Rod Calkins presented the Marion County Health Biennial Implementation Plan. Rod explained that the plan must be presented to the MCPSCC biennially for discussion and comments, even though there is no action required.	No action needed	Marion County Health Department	Funded by State of Oregon.

February 18	Woodburn Town Hall Meeting conducted to build partnerships and extend community outreach.	No action needed	City of Woodburn	No funding needed
March 9	Don Eubank, Stayton City Manager and Jayne Downing, Executive Director of Mid-Willamette Valley Women's Crisis Service, were appointed to join the Council.	Approved	MCPSCC	No funding needed
March 9	District Attorney Walt Beglau welcomed church administrator Michael Arnautov from the Slavic Baptist Church of Salem. A prominent child abuse case in the county had painted the local Russian faith community in a negative light. Mr. Arnautov and his pastors were invited to begin a positive dialogue with the council and hear his concerns and the impacts that took place on the Russian community after the incident.	No action needed	Broad community impact	No funding needed
April 13	Juvenile Department Director Faye Fagel reviewed the 2009 Juvenile Accountability Block Grant Program funding plan for the 2010 year. Marion County's share is \$ 32,755. A portion of these funds support the Juvenile Department's Guaranteed Attendance Program shelter care program. The remainder helps the cities of Jefferson, Keizer, Santiam, and Silverton to continue their peer courts.	Approved with strong support	Marion County Juvenile Department	Federal funding

April 8	Town Hall meeting in Scotts Mills held to build partnerships and extend community outreach. 32 attend.	No action needed	Scotts Mills residents	No funding needed
June 8	MCPSCC strategic plan was now synchronized to tie in with the county fiscal year.	No action needed	Marion County budget process	No funding needed
July 13	New council member Jayne Downing, Director of the Mid-Valley Women's Crisis Center, explained the 36 year history of her organization as council members toured the facility. Ten staff responded to more than 13,000 crisis hotline calls last year. Over 40 trained volunteers help extend the service. Their web site has over 20,000 hits per month because of the extensive help and resources offered on the site.	No action needed	Broad community impact	2010 budget is \$758,000 from 16 different sources including state and federal funds, a marriage license tax, crime fines and the largest source - individual donors.
July 16	The 5 <sup>th</sup> annual " <i>Striking Out Meth In Marion County</i> " occurred at Volcanoes Stadium. Over 350 foster kids attended. Local police associations contributed funds to purchase new jerseys for the players to wear that are personalized with " <i>Striking out Meth in Marion County</i> " and can be used in successive years. Sheriff Meyers signed dozens of baseballs that were given to kids, and he descended in a helicopter to throw the first pitch. Sixteen members of the PSCC volunteered and law	No action needed	Broad community impact	Funded from business groups, civic groups, individual sponsorships and in-kind contributions.

	enforcement personnel from state, federal and local jurisdictions participated in public education/demonstration exhibits.			
October 12	District Attorney Walt Beglau reported that Oregon is experiencing an epidemic of murder in domestic violence cases this year. He and Jane Downing are making the rounds to speak at community gatherings around the county in honor of October, Domestic Violence Awareness Month.	No action needed	Broad community impact	No funding needed
October 12	Presentation from Elizabeth Godfrey, US Immigration and Customs Enforcement. She reported on recent trends in enforcement and removal operations in Oregon. More criminal aliens removed in FY 2010 than ever before – 392,000 across US. Secure Communities is the hottest topic in Oregon counties; this program connects fingerprints of all people booked in all jails across US. Her office, not local sheriff offices, is notified of all matches, then they follow through on removal of criminal aliens. Crossing the border illegally or through fraud is a crime, but if undetected, there is no record until apprehended for another reason.	Accepted report	Marion County Jail and Sheriff, District Attorney and courts	No funding needed
October 12	Jan Calvin, Reentry Initiative Coordinator,	Accepted report	Marion County Jail, Sheriff,	Federal grant funding of

	discussed efforts to support people in reentry and reduce recidivism. Fifty to sixty people per month, six hundred people per year, return from state prisons to reside in Marion County. She recognized the strong increase in assessment before offenders are released. Better assessment allows most appropriate use of resources and better chance of employment. Unemployment rate of those released has dropped recently from 60% to 50% during this period of high unemployment because of good assessment. Top players are Chemeketa, the Sheriff's Office and his new Reentry Council, and others. SOAR, student opportunities achieving results, is a new 12-week college program at Chemeketa. Now in its third class of 30 each, and most continue toward a degree or certificate.		District Attorney and Courts, Parole and Probation	\$300,000
November 9	Walt Beglau and Faye Fagel described the Chemawa MOU that has been signed recently. This begins a historic new era of collaborative relationships between tribal, federal, state and local jurisdictions. Data will be tracked and reported to the PSCC.	Accepted report	Indian Tribal Nations, Marion County Sheriff, District Attorney and Courts	Federal funding
November 9	Sheriff 's Office Commander Jeff Wood reported on the Marion County Reentry Initiative.	Accepted report	Broad community impact	Federal funding

	<p>Marion County has the highest incarceration rate in the state. Over 600 offenders are released annually to Marion County. Over 4,000 offenders are on supervision here with a recidivism rate of about 30%. Willingness to change is a major issue of assessment and the vast majority of offenders are not ready to change. Five critical factors in lowering recidivism are: housing, employment, education, substance abuse treatment and alcohol abuse treatment. The Marion County Reentry Initiative is a collaborative effort to rebuild lives, promote public safety, save money and break the cycle of crime. A team of people now gets involved when an offender is released. New programs for parenting, education, mentoring and others have the effect of bringing more resources to aid offenders than ever before. Early indicators show an increase in employment, dramatic improvement in the numbers of offenders who report for their initial meeting with parole/probation staff, and the key benchmark of recidivism is also declining.</p>			
November 9	Changes in the Cite/Release practices at the Marion County Jail. Sheriff Jason Myers is	Updates and progress reports	Broad community impact	No funding needed

	<p>working to change long-held practices as the Sheriff's Office plans to hold all arrested individuals in jail unless released on bond, released by the court or released because of the jail's population control measures. Individuals brought to the jail only to be cited and released for minor municipal offenses will no longer be accepted. Instead, officers will be expected to cite and release those individuals in the field. This will have a major impact on the Salem Police Department, but far less effect on other police departments across the county. The most troublesome issues are with mental health problems and alcohol/drug problems.</p>	requested		
December 8	<p>Mt. Angel Town Hall meeting conducted to build partnerships and extend community outreach. 21 people attended.</p>	No action needed	Mt. Angel residents	No funding needed
December 14	<p>Commissioner Milne opened the PSCC meeting with news of the tornado that struck Aumsville earlier that day. Members commented on the rapid response of emergency and public safety officials, including the Marion County Sheriff's Office, Public Works Department and Emergency Mgmt.</p>	No action needed	Broad community impact	No funding needed

## **GLOSSARY**

**Acquittal:** A legal judgment, based on the decision of either a jury or judge, that a person accused of a crime is not guilty of the charges for which he/she has been tried.

**Adjudication:** The judicial decision that ends a criminal proceeding by a judgment of acquittal, conviction, or dismissal of a case. This term is also used in juvenile proceedings.

**Appeal:** A request by either the defense counsel or prosecutor in a case to have a higher court resolve a dispute with a judge's decision.

**Arraignment Hearing:** A hearing in which a person charged with a crime is brought before the court to plead either guilty or not guilty to the criminal charges alleged in the indictment or information, and is advised of his/her constitutional rights under law. By definition, arraignment hearings are considered *pre-trial hearings*.

**Arrest Warrant:** An order made on behalf of Oregon, based on a complaint and signed by a judge, authorizing law enforcement to arrest a person who is thought to have committed a crime. A person who is arrested on a warrant stays in custody until bail or bond is posted, or until released by an order of the court.

**Attend, Right to:** The right to be physically present in the hearing room during the course of a trial or hearing. (Also referred to as the right to be present.) For more information about victims' rights in Oregon, and when they apply, visit: <http://www.oregoncrimevictimsrights.org>

**Bail Hearing:** A hearing to determine whether or not an incarcerated defendant or convicted offender will be released from custody and to determine what amount (if any) he/she must pay as a bond to assure his/her presence at future proceedings (e.g., trial). This may also include specific conditions of bail, e.g., no contact with the victim or 2 witness, must attend treatment programs, etc. (Also referred to in some jurisdictions as a bond hearing.)

**Bench Trial:** A trial in which the judge hears the case without a jury, and decides whether the accused is guilty.

**Beyond a Reasonable Doubt:** The degree of proof needed for a judge or jury to convict a person accused of a crime.

**Burden of Proof:** Oregon (represented by the prosecuting attorney) carries the burden of proof to establish "beyond a reasonable doubt" that the defendant committed the offense for which he/she is charged.

**Change of Venue:** The transfer of a pending case in one county or district to another county or district. A "change of venue" is often sought because of claimed prejudicial publicity in the original county or district.

**Community Supervision:** An order by a by one or more criminal justice officials, most commonly a probation or parole officer. Such orders often include conditions that the offender must abide by, and can include conditions specific to victims' concerns and needs (such as safety and protection) if they are identified through a pre-sentence investigation (PSI) or victim impact statement.

**Community-based Victim Service Providers:** Victim service providers who work for non-profit organizations in communities throughout Oregon. These programs include: nonprofit domestic violence shelters, rape crisis centers, nonprofit court accompaniment programs, psychologists specializing in child abuse, etc. For more information about Oregon programs that help survivors of domestic and sexual violence, visit the Oregon Coalition Against Domestic and Sexual Violence at: <http://www.ocadsv.com> 3

**Grand Jury:** A collection of citizens called to serve on a jury whose duty it is to examine the evidence supporting charges alleged by law enforcement and/or the prosecutor to determine if the evidence is sufficient to have a trial.

**Habeas Corpus:** A Federal process and proceeding in which a prisoner challenges the lawfulness of his/her imprisonment.

**Indictment:** A formal charging document presented by the prosecution to a grand jury. The grand jury may then issue the indictment if it believes that if the accusation is proved, it would lead to a conviction.

**Jail:** The local facility where people are held in custody. Defendants awaiting trial and people convicted of lesser crimes are held in jail, as opposed to prison.

**Misdemeanor:** A crime that is less serious than a felony, and for which the conviction can mean imprisonment for one year or less, usually in a jail or other local facility, and/or a fine.

**Parole:** Release of a prisoner from imprisonment, but not from legal custody and supervision. People under parole supervision are subject to conditions of supervision that are designed to reduce recidivism and promote public safety, and are supervised by a parole officer.

**Parole Revocation:** When probable cause is found that a person under parole supervision violated his/her conditions of supervision, parole is revoked and the offender is returned to custody (jail or prison).

**Plea Agreement:** An agreement between the defendant and the prosecuting attorney that will bring the case to an end if the court approves the agreement. It usually involves the defendant's plea of guilty to a lesser offense, which could include a recommendation for a lesser sentence. In Oregon, victims have the right to be consulted about any possible plea agreement.

**Prison:** Oregon or Federal facilities where persons convicted of a felony are held. The Oregon Department of Corrections (ODOC) oversees the management of prisons; ODOC has a victim services program.

**Probable Cause:** The degree of proof needed to arrest and begin prosecution against a person suspected of committing a crime. The evidence must be such that a reasonable person would believe that this specific crime was committed, and that it is probable that the person being accused committed it.

**Probation:** Conditional freedom granted to a person by the court after conviction or a guilty plea, with requirements for the person's behavior ("conditions of probation"), where a violation of the conditions may potentially mean jail or prison time. A probation officer conducts supervision.

**Prosecutor:** A lawyer employed by the government or elected by the people to represent Oregon's interests in court proceedings against people accused of committing crimes. Oregon's prosecutors' offices have victim/witness programs that are designed to inform victims of their rights, help them understand the criminal justice process, and provide them with information about and referrals to services that can help.

**Recidivism: (Adult)** Percentage of offenders on post-prison supervision convicted of a felony within three years of release from prison.

**Recidivism: (Juvenile)** A new criminal referral within 12 months. A criminal referral is a law enforcement report to a juvenile department alleging one or more felonies or misdemeanors. Status offenses are excluded from the recidivism measure. (A status offense is conduct illegal for juveniles but not for adults.)

**Restitution:** A court order requiring a convicted offender, as a condition of a sentence, to repay the victim money or services to compensate for the monetary losses that resulted from the commission of the crime.

**Sentence:** A sentence is what a judge or jury formally pronounces after a criminal defendant has been found guilty; the sentence is the legal consequence of the crime.

**Sentence, Concurrent:** Sentences that are served at the same time.

**Sentence, Consecutive:** Sentences that are served one after the other.