

**Transcript of the Board of Commissioners
Multnomah Building, Board Room 100
501 SE Hawthorne Blvd., Portland, Oregon
Tuesday, May 3, 2016**

BUDGET WORK SESSION #7

Chair Deborah Kafoury called the meeting to order at 1:38 p.m. with Vice-Chair Loretta Smith and Commissioners Judy Shiprack and Diane McKeel present. Commissioner Jules Bailey arrived at 2:00 p.m.

Also attending were Jenny Madkour, County Attorney, and Marina Baker, Assistant Board Clerk.

BWS-7 Department of Community Justice Presentation. Presenters: Scott Taylor, Director, DCJ; and, Invited Others.

GOOD AFTERNOON, HERE WE ARE AGAIN, TUESDAY, MAY 3, BUDGET NUMBER 7 AND WE HAVE THE DEPARTMENT OF COMMUNITY JUSTICE. PLEASE COME FORWARD.

Mr. Taylor: GOOD AFTERNOON, COMMISSIONER, CHAIR, SCOTT TAYLOR, DIRECTOR OF DEPARTMENT OF COMMUNITY JUSTICE.

[Presenter introductions]

Mr. Taylor: THANK YOU FOR GIVING US THIS OPPORTUNITY TODAY. WE ARE GOING TO WALK THROUGH THE AGENDA TODAY, OUR MISSION, VISION AND VALUES. A REPORT BY LARRY. OUR BUDGET OVERVIEW, OUR DIVISION OVERVIEW, SOME NEW AND ONE-TIME ONLY BACKFILL, THOSE CHARTS YOU'RE BECOMING VERY FAMILIAR, SUMMARY AND QUESTIONS WE HOPE. NOW, THE REAL QUESTION IS, WHICH BUTTON DO I PUSH? [LAUGHTER] THE INTENT OF THIS SLIDE IS JUST TO SHOW THE WIDE VARIETY OF PROGRAMS AND INDIVIDUALS AND SYSTEMS WE INTERACT WITH. AND, WE OFTEN ARE ENGAGED IN A VARIETY OF PLACES BECAUSE THE MANAGE AND SUPERVISE INTERACT WITH THOSE PARTIES SO THAT'S WHAT WE TRY TO DO WHEN WE TRY TO BUILD A PICTURE. WE'RE KIND OF EXCITED, THE NATIONAL CRIME VICTIMS WEEK WAS LAST MONTH AND WE'RE EXCITED ABOUT PRESIDENT OBAMA, HE'S THE FIRST SITTING PRESIDENT TO VISIT A PRISON AND TALK ABOUT HOW WE MIGHT DO BUSINESS DIFFERENTLY.

YOU CAN SEE IT AT THE FEDERAL LEVEL AND AT THE STATE LEVEL AND AT THE LOCAL LEVEL SO WE THINK WE'RE AT A SPECIAL PLACE AND TIME FOR DEPARTMENT OF COMMUNITY JUSTICE. AND SO, AS YOU KNOW, YOU'VE BEEN SUPPORTIVE OF OUR CHI WORK AND OUR WORK RECENTLY IN OUR GANG

COORDINATION SO WE THINK THOSE ARE OTHER EXAMPLES OF US INTERFACING WITH PARTNERS AND PLAYERS OF THE SAME GOAL.

Mr. Taylor: WE THOUGHT WE'D SHOW YOU SOME PICTURES. OUR VISION IS SIMPLE. WE THINK THAT EVERYBODY WE WORK WITH IS A CONVICTED INDIVIDUAL, OVER 6,000 OF THEM ARE CONVICTED FELONS, SO WE THINK AND HAVE LEARNED OVER TIME THAT OUR PRIMARY WAY OF PROTECTING THE PUBLIC IS TO GET A CHANGE IN THE BEHAVIOR, REDUCE THE CRIMINAL ACTIVITIES AND TRY TO GET FOLKS TO LIVE THEIR LIVES IN A DIFFERENT WAY. WE WILL TALK SOME MORE, IN DEPTH. ONE OF THE PICTURES IN THE UPPER LEFT, YOU'LL NOTICE A GROUP OF PEOPLE EATING BREAKFAST, COMMISSIONER SHIPRACK KEEPS SNEAKING DOWN THERE FOR FREE BREAKFAST.

[LAUGHTER] THIS IS OUR BREAKFAST CLUB. WE HAVE 10 TO 30 PEOPLE THAT JOIN US AND IT'S ONE OF OUR WAYS TO PROVIDE NUTRITION AND CHECKING ON MEDICATION AND OTHER THINGS FOR FOLKS WHO FREQUENTLY LIVE ON THE STREETS.

Mr. Preuitt: THE PICTURE IN THE MIDDLE YOU'LL SEE IS A PAROLE OFFICERS. THEY HAVE PARTICIPATED IN A NATIONAL NIGHT OUT. WE WERE ABLE TO PARTICIPATE AT EIGHT DIFFERENT SITES. THIS YEAR, WE LOOK FORWARD TO PARTICIPATING FULLY AGAIN. IN FACT, WE'RE WORKING ON BEING MORE VISIBLE IN THE COMMUNITY BECAUSE WE HAVE 12 POS BEING TRAINED TO BE ON BIKES.

Mr. Neal: IN THE JUVENILE SERVICES DIVISION, TOP RIGHT-HAND CORNER IS A GROUP CALLED UP AND OVER, LOCAL YOUNG ARTISTS THAT SHARE THEIR STORIES. THE IDEA IS TO BRING IN PEOPLE WHO ARE GIVE A POSITIVE MESSAGE TO OUR YOUTH AND ALSO PROVIDE SOME MENTORSHIP AND DIRECTION TO THEM. WE EVEN HAVE, AT TIMES, SOME SURPRISED GUESTS IN OUR JUVENILE DETENTION FACILITY, SOMEONE FROM THE HOUSTON ROCKETS HAVE SHOWN UP TO VISIT WITH YOUTH AND TALK TO THEM ONE-ON-ONE AND TRY TO INFLUENCE THEM IN A POSITIVE DIRECTION.

Mr. Taylor: IN THE BOTTOM LEFT-HAND, YOU SEE A MILESTONE EVENT. THAT'S PART OF THE MCJRP PROJECT. WE DON'T OFTEN TALK ABOUT WHAT WE MEAN BY A CHANGE OR A SHIFT SO WE JUST HAD VERY SHORT PERSONAL STORIES. SO, IN THIS CASE, YOU'LL SEE AN INDIVIDUAL THERE RECEIVING A CERTIFICATION OF COMPLETING 120 DAYS.

WE'LL TELL YOU THAT HIS FATHER WAS IN THE AUDIENCE AND AT THE END WHEN WE ALLOW THE PARENTS TO STAND UP, THANKED US FOR RETURNING HIS SON TO US. THAT IS A PROBATION OFFICER STANDING THERE IN THE RED, TALKING TO HIM. SECONDLY, WE JUST HAD A CASE THAT WE KNOW IS COMING THROUGH WHERE WE HAVE A LADY WHO HAD MEDICAL DIFFICULTIES, ENDING

UP ON OXYCONTIN, BECOME ADDICTED AND WENT THROUGH THE PROCESS AND EVENTUALLY WAS FORGING DENTAL SCRIPTS TO GET HER DRUGS. AND THAT'S IDENTITY THEFT. WE LOOK AT THE PROFILE, HISTORY AND BACKGROUND, WE DON'T THINK THAT'S THE PERSON YOU WANT TO SPEND MONEY IN PRISON SO THAT'S THE KIND OF PERSON WE TRY TO DEAL WITH AND OUR OFFICERS SEE OFF AND ON. SO, TWO SPECTRUMS OF THE RANGE WE DEAL WITH.

Ms.Preuitt: THE BOTTOM RIGHT-HAND CORNER YOU SEE THE FAMILY SERVICES UNIT ANNUAL TOY DRIVE. WE ARE SO GRATEFUL FOR THE GENEROSITY OF MANY OF OUR DEPARTMENT STAFF WHO DONATE A MAJORITY OF THESE TOYS. WANT TO GIVE SOME SPECIAL THANKS TO CHAIR KAFOURY FOR LETTING US BRING IN ROJO THE THERAPY LLAMA. A LOT OF THESE FAMILIES HAVE EXPERIENCED TREMENDOUS TRAUMA AND IF YOU HAVEN'T HUGGED ROJO, HE'S WONDERFUL. WE LOOK FORWARD TO IT EVERY YEAR.

Mr. Taylor: SO, OUR MISSION IS TO ENHANCE COMMUNITY SAFETY AND REDUCE CRIMINAL ACTIVITY BY HOLDING YOUTH AND ADULTS ACCOUNTABLE. AS YOU NOTICED IN THE EARLIER PICTURE, OUR PROBATION AND PAROLE OFFICERS AND OUR JCC'S ARE HIGHLY TRAINED IN INTERACTION SKILLS, COUNSELING, ONE-ON-ONE AND OUR OFFICERS ARE TRAINED IN SELF-DEFENSE, THEY'RE ARMED, THEY'RE VESTED SO WE EXPENSE OUR OFFICERS TO WALK THE ENTIRE SPECTRUM OF INTERACTION THEY WILL HAVE AND THAT IS WHERE THE SKILL AND TRAINING WE SPEND A LOT OF TIME IN. WE WANT THOSE PEOPLE TO ALWAYS ACT PROFESSIONALLY.

JUDGE WALLER CAN TALK IN DEPTH WITH YOU ABOUT THIS. PROCEDURAL FAIRNESS, IF PEOPLE FEEL LIKE THEY HAVE BEEN TREATED FAIRLY AND RESPECT, THE OPPORTUNITY FOR US TO HAVE A MEANINGFUL ENGAGEMENT WITH THEM GOES UP REMARKABLY SO WE WORK WITH ALL OUR OFFICERS TO MAKE SURE THAT EACH CONTACT AND OFFICER PRESENCE STARTS WITH THAT ATTITUDE IN PLACE AND WE'VE SEEN -- SINCE WE'VE INSTITUTED EPICS, WE HAVE MEASUREMENTS THAT ARE BEGINNING TO SHOW US THAT THAT RELATIONSHIP IS MAKING A DIFFERENCE IN THE LONG-TERM IMPACT SO WE THINK STICKING WITH THAT WILL GIVE US LONGER-TERM EFFECTIVENESS. THIS IS OUR DCJ STRATEGIC PLAN CIRCLE. IT CONSISTS OF THE BEHAVIOR CHANGE. THIS IS ONE WE PUT TOGETHER ABOUT FIVE YEARS AGO. IT TOOK A LOT OF STAFF INTERACTION. THESE ARE THE FIVE AREAS WE FOCUSED ON.

WE'RE IN THE MIDDLE OF OUR UPDATE RIGHT NOW. YOU CAN SEE, BEHAVIOR CHANGE. SO, THAT'S EPICS FFP WHERE WE TRY TO ACTUALLY IMPACT THE WAY PEOPLE BEHAVE. ACCOUNTABILITY, THIS IS THE WHOLE PART OF, YOU DON'T GET TO DO WHATEVER YOU WANT. THERE ARE EXPECTATIONS AND CHANGES WE EXPECT TO SEE. THE COMMITMENTS TO VICTIMS AND COMMUNITY, WE TALK A LOT ABOUT THIS. WITH YOUR HELP, WE NOW HAVE THE LARGEST VICTIMS OPERATION AND PROBATION PAROLE IN THE STATE.

Mr. Taylor: WE REACH OUT AND TOUCH A NUMBER OF VICTIMS AND WORK WITH THE COMMUNITY AROUND HOW CAN WE DO A BETTER JOB OF ENGAGING IN THE COMMUNITY AND DOING SOME CULTURALLY-SPECIFIC WORK IS ONE OF OUR AGENDA ITEMS. THAT'S PART OF WHAT SYSTEM CHANGE IS. WE RECOGNIZE THAT WE COME FROM A SYSTEM THAT STAYED AND WE WOULD LIKE TO CONTINUE TO EXPAND THAT AND IMPROVE OUR ABILITY TO BOTH WORK WITH OUR STAFF AND WITH THE COMMUNITY WE'RE HERE TO SUPERVISE OR INTERACT BECAUSE THEY'RE ALL FAMILY, BROTHERS, SISTERS, UNCLES. RESOURCE MANAGEMENT, WE TRY TO PROVIDE AN EFFECTIVE AND WELL-SPENT INVESTMENT. WE TALK ABOUT THIS EACH YEAR. I ACTUALLY ASKED FOR THEM TO FIND ME MOUNT HOOD. THESE ARE OUR MOUNTAINS AND TWIN PEAKS. WE HAVE THE HIGH AND LOW. WE TALK ABOUT RISK ASSESSMENT AS IF WE'VE EXPLAINED THAT CAREFULLY SO I THOUGHT I'D SPEND A MOMENT. WHEN WE TALK ABOUT HIGH AND LOW RISK, WE'RE TALKING ABOUT RISK OF REOFFENDING AND THAT'S WHAT WE'RE TRYING TO IMPACT. AND WHEN WE USE SOME TOOLS NOW-A-DAYS THAT LOOK AT THINGS LIKE YOUR FAMILY, YOUR HEALTH AND EDUCATION, YOUR LEISURE AND RECREATION, COMPANIONS, YOUR ALCOHOL AND DRUG USE, YOUR OVERALL ANTI SOCIAL PATTERNS AND WE PUT ALL THAT TOGETHER IN THESE TOOLS WE USE THAT THEN GIVE US SOME PROFILE AND HAVE BEEN STATISTICALLY TESTED OVER AND OVER AGAIN, THE HIGHER YOU SCORE, THE HIGHER THE RISK OF REOFFENDING. WHEN WE THINK ABOUT WHO WE WANT TO SPEND THE RESOURCES ON, WE LOOK AT THE HIGHEST RISK POPULATION AND COME DOWN UNTIL WE DON'T HAVE FUNDING. AND, BOTH ADULT AND JUVENILE USE TOOLS THAT DO THAT.

WE ARE BEGINNING TO BE ABLE TO MATCH BETTER WHAT ARE THE RISK AREAS AND HOW ARE WE ADDRESSING THOSE. WHAT IS OUR CAPACITY TO DO THAT? SO, THAT'S AN ONGOING EVIDENCE-BASED PRACTICE AND WE CONTINUE TO TRY TO GET MORE AND MORE SOPHISTICATED AROUND IT AND THAT PRIORITIZES THE WHO AND WHAT WE SPEND OUR TIME ON. SO, WE'RE SEEING THIS CHANGE. WHAT'S A BIG ISSUE WE TALKED BRIEFLY ABOUT THIS MORNING, THAT'S BIG FOR US, WE FIND THE SYSTEM PARTICULARLY IN MULTNOMAH COUNTY NOW HAVING CONVERSATIONS ABOUT RISK AND NEED AND ALTERNATIVES AND WHAT CAN WE DO WITH THIS INDIVIDUAL AS OPPOSED TO OUR SYSTEM IS TYPICALLY A CHARGE-DRIVEN SYSTEM CYST SYSTEM WHICH MEANS WHATEVER YOU GET CHARGED WITH DETERMINES THE REST OF THE STORY. WHO IS THIS INDIVIDUAL AND HOW COULD WE IMPACT THEM THE MOST AND HOW CAN WE WORK WITH THE VICTIM TO MAKE SURE THAT'S A MEANINGFUL DIALOGUE? SO THAT'S WHAT WE KEEP TRYING TO DO. WE KEEP TRYING TO LEARN WHAT WE HAVE TO DO TO MAKE A DIFFERENCE AND I THINK ONE OF THE BLESSINGS OF BEING IN MULTNOMAH COUNTY IS WE GET TO HAVE CONVERSATIONS WHERE WE MIGHT CHALLENGE COUNTERINTUITIVE THOUGHTS WE'VE HAD OR THINGS YOU JUST KNOW IN YOUR STOMACH THAT ARE BASICALLY WRONG WHEN WE LOOK AT THE DATA

AND RESEARCH SO WE WILL CONTINUE DOWN THAT ROAD AS LONG AS YOU SUPPORT THOSE EFFORTS.

Mr. Taylor: WE ARE VERY BLESSED, WE THINK, WITH OUR CITIZEN BUDGET ADVISORY COMMITTEE. I IMAGINE EACH DEPARTMENT SAYS THAT. BUT WE MEAN IT EVEN MORE THAN THEY DO. [LAUGHTER] PART OF WHAT WE LOOK AT IS WE'VE COMMITTED THESE FOLKS. THEY SPEND ALL YEAR WITH US, ONCE A MONTH. AND WE BRING IN POLICY DISCUSSIONS AND THEY SIT THROUGH IT ALL, PARTICIPATE AND ASK GREAT QUESTIONS AND WE THINK THAT ALLOWS THEM TO ACTUALLY -- WHEN IT'S BUDGET TIME -- HAVE A BETTER EYE OF WHAT'S IMPORTANT. SOME OF THE MEMBERS ARE HERE IN THE AUDIENCE. AND SO, THEY DREW STARS AND LARRY FOUGHT THEM OFF. [LAUGHTER] SO, LARRY. LARRY HAS LCSW, A CDAC1. HE HAS AN MSW DEGREE. HE'S A LICENSED CLINICAL SOCIAL WORKER AND A MANAGER OUTPATIENT OUT PROVIDENCE AND HE'S BEEN WITH US FOR -- AND BEEN OUR CHAIR -- FOR ABOUT FOUR YEARS. SO, LARRY?

Larry Badger: MADAM CHAIR, COUNTY COMMISSIONERS, MY NAME'S LARRY AND I REPRESENT THE BUDGET ADVISORY COMMITTEE. I LIVE IN COMMISSIONER SHIPRACK'S DISTRICT. THERE IS USUALLY A WAIT FOR BRUNCH, BUT THAT'S TO BE EXPECTED IN PORTLAND. I'D LIKE TO THANK THE CHAIR AND COMMISSIONERS FOR THE OPPORTUNITY TO TALK TO YOU TODAY. I THINK MULTNOMAH COUNTY DOES A GREAT JOB IN INCLUDING CITIZENS. THIS IS MY FIFTH YEAR AND WE'LL BE FINISHING UP MY TERM NEXT YEAR, SECOND TERM. WE'D LIKE TO THANK SCOTT TAYLOR AND THE AMAZING STAFF HE HAS WORKING FOR HIM. SCOTT CONTINUES TO IMPRESS US YEAR AFTER YEAR AND HE'S CONSTANTLY LOOKING AT WAYS OF IMPROVING THE SERVICES PROVIDED AND HAS A STRONG BASE OF EVIDENCE-BASED PRACTICE. IT COST SOMETHING TO STUDY INTERVENTIONS AND I THINK IT'S WELL WORTH WHILE. PROVIDING SERVICES AND INTERVENTIONS THAT DON'T HELP ARE A WASTE OF TAXPAYER FUNDS AND DARE FROM THE 1980S WAS AN EXAMPLE OF THAT. THANK YOU FOR INCLUDING TWO OF OUR RECOMMENDATIONS, PROGRAM OFFER 50011B, ADULT SERVICE DIVISION AND PROGRAM OFFER 50065C FROM THE JUVENILE SERVICES PROGRAM. WE THINK BOTH OF THOSE ARE CRITICAL PROGRAMS. THANKS FOR FUNDING THE FORENSICS LAB 50019B, THAT WAS ONE-TIME ONLY. WE HAVE STRONG HOPES YOU'LL CONTINUE FUNDING IT. SOME OF THE PICTURES FOUND ON PHONES WERE HORRIFYING AND I HOPE COMMISSIONERS WILL FIGHT CHILD PORNOGRAPHY AND CHILD TRAFFICKING. 50065D, GANG SUPERVISION ENHANCEMENT.

Larry Badger: GANGS CERTAINLY SEEM TO BE A PROBLEM THESE DAYS AND THANKFUL THAT YOU HAVE MENTORING. WE WERE CONCERNED THAT PROGRAM OFFER 50052B FAMILY COURT SERVICES WAS NOT INCLUDED IN THE CHAIR'S BUDGET. WE ASKED THAT SOME OF THE MONEY GOING TO THE MULTNOMAH COUNTY LIBRARY BE DIVERTED TO FAMILY COURT SERVICES,

WHICH WOULD ADD ON MARRIAGE AND FAMILY COUNSELOR. THIS WOULD INCREASE FCF TO PROVIDE MEDIATION AND CUSTODY EVALUATION SERVICES TO OTHERWISE MARGINALIZED FAMILIES. THESE CHILDREN AND FAMILIES ARE EXTREMELY VULNERABLE. THE LIBRARY IS GOING TO HAVE TO MOVE OR CLOSE DOWN, AT SOME POINT. [LAUGHTER] THE NEEDS OF VULNERABLE FAMILIES SHOULD TAKE PRECEDENCE OR LAW BOOKS. THANK YOU, MADAM CHAIR AND COMMISSIONERS FOR ALL THE WORK YOU DO ON BEHALF OF THE CITIZENS OF MULTNOMAH COUNTY.

Chair Kafoury: THANK YOU AND YOUR COMMITTEE, AS WELL. DO WE HAVE ANY QUESTIONS OR COMMENTS? THANKS.

Commissioner Shiprack: MADAM CHAIR, THANK YOU SO MUCH FOR THE CALL-OUT TO COUNTY CAT. [LAUGHTER] YEAH. THIS IS MY EIGHTH BUDGET AND IN MULTNOMAH COUNTY, YOU KNOW, THEY HAVE KIND OF A LITTLE SAYING FOR US COMMISSIONERS EIGHT AND YOU'RE OUT. [LAUGHTER] IT'S BEEN A PLEASURE TO SERVE YOU, AS WELL.

Larry Badger: THANK YOU.

Mr. Taylor: SO, THESE ARE THE BUDGET HIGHLIGHTS. WE'LL JUST GO THROUGH THEM. SO, JUSTICE REINVESTMENT. JUSTICE REINVESTMENT HAS BEEN A FOCAL POINT, PARTICULARLY FOR THE ADULT DIVISION. WHAT IS SPECIAL ABOUT JUSTICE REINVESTMENT, WE THINK IT'S A PICTURE OF WHAT THE FUTURE MAY BRING. ANY OF THE COLLABORATION OF WORK WE DO HERE, WE TRY TO KEEP AN EYE ON, WOULD THAT WORK ON A LARGER SCALE? SO, THE NUMBERS CONTINUE TO GROW AROUND THE STATE AND PARTICULARLY MULTNOMAH COUNTY AND THE COLLABORATION IS AMAZING WHEN YOU THINK ABOUT ALL THE PEOPLE THAT GET TOGETHER AND WORK ON THIS AND AFTER THREE AND A HALF YEARS, WE'RE STILL HAVING VERY PURPOSEFUL, AT TIMES STRESSFUL, BUT HONEST CONVERSATIONS AND I THINK THAT REALLY HAS ALLOWED THE SYSTEM TO MOVE. WE'RE SEEING RESULTS, WE'VE TALKED TO YOU BEFORE ABOUT THE EARLY DAYS AND STILL TODAY, WE'RE CARRYING A GREAT DEAL OF THE STATE IN THIS INITIATIVE. WE ARE NOW NOTICING SOME OF OUR OTHER COUNTRIES ARE JOINING US IN THIS. SOME OF THE BIG FIVE OR BIG SIX ARE COMING ONLINE. AND SO, WE HAVE ABOUT 475 PEOPLE IN THE PROGRAM. WE HAVE ANOTHER 275 WAITING TO BE ASSIGNED AND AS OF DECEMBER, LESS THAN 10% OF THOSE HAVE BEEN REVOKED TO PRISON. THE KEY, THERE, IS THERE'S ALWAYS A CONVERSATION ABOUT WHETHER IT'S BETTER TO BE IN THE COMMUNITY OR INCARCERATED. THIS IS SHOWING US THAT THIS GROUP WE CAN MANAGE SAFELY IN THE COMMUNITY BECAUSE WE GET THEM ON PAROLE OR PROBATION SO IF WE CAN INTERVENE BEFORE PRISON AND ACTUALLY HAVE THE POSITIVE IMPACT, WE SAVE THEIR FAMILIES AND THEM OF TRAUMATIC IMPACT AND THE COMMUNITY IS NO MORE AT RISK SO WE'RE BEGINNING TO SEE THAT. OUR SHORT-TERM TRANSITIONAL LEAVE IS WHERE WE BRING PEOPLE WHO HAVE

DONE WHAT THEY WERE SUPPOSED TO DO AND BRING THEM OUT 90 DAYS EARLY. SO FAR, WE'VE HAD ABOUT 600 OF THOSE RELEASES AND THAT'S EQUALING ABOUT 1 70,000 PRISON BEDS. 95% OF THOSE RELEASES WERE SUCCESSFUL AND COMPLETED. THIS IS SAVING US MONEY, BUT SHOWING THAT PEOPLE ARE PERFORMING BETTER WITH HIGH NUMBER OF SUCCESSFUL.

Mr. Taylor: AND AGAIN, WE LOOK AT THINGS LIKE HOUSING, EMPLOYMENT, THOSE SORTS OF THINGS. AND WE'RE SEEING PEOPLE THAT ARE MOVING FORWARD AND SUCCEEDING WITH THAT WRAP-AROUND SERVICE YOU'VE PROVIDED US AND THE WAY WE'RE TYING THEM TO MENTORS AND TREATMENT AND OTHER THINGS. AS WE LOOK AT THE ADULT DIVISION RESET, PART OF WHAT WE DETERMINED IS THAT THE CASELOAD WE HAVE FOR A NUMBER OF OUR OFFICERS IS EXTREME. AND SO, THERE ARE THINGS THAT I WOULD THINK ARE CRITICAL, THEY DO, THAT ARE NOT GETTING DONE. AND SO, ONE OF THE WAYS WE CAN ADJUST TO THAT IS ADJUST OUR POPULATIONS AND SOME OF OUR CUT-OFFS SO THE HIGHEST RISK PEOPLE ACTUALLY ARE GETTING SERVED AND SUPERVISED THE WAY THEY SHOULD. SO WE'RE IN THE MIDDLE OF THAT AND PART OF WHAT THE RESET WILL DO IS REFOCUS SOME OF OUR EXPECTATIONS AND SOME OF OUR SERVICES AS WE GO FORWARD ONCE WE GET THE WORKLOAD WHERE FOLKS CAN MANAGE THOSE HIGH-RISK FOLKS. WE DON'T TALK A LOT ABOUT THE HIGH-RISK FOLKS. EARLIER, I DID THAT LITTLE PIECE ON WHAT WE LOOK AT. THESE ARE FOLKS, OFTEN, WHO HAVE LIVED THEIR LIFE THE WAY THEY'RE LIVING THEIR LIFE, 15, 20, 25 YEARS, SO A FEW SHORT COUNSELING SESSIONS WILL NOT CHANGE THINGS. IT TAKES WORK AND RESOURCES TO MOVE PEOPLE TO A DIFFERENT PLACE SO IT'S HARD, HARD WORK. WE THINK WE HAVE SOME OF THE BEST STAFF IN BOTH ADULT AND JUVENILE THAT DO HARD WORK. WE ARE CLEAR THAT WE ARE GOING TO CONTINUE TO FOCUS ON REDUCING RACIAL AND ETHNIC DISPARITY. WE'VE HAD ENOUGH STUDIES TO BE CLEAR. THERE'S JUST SOMETHING WRONG.

BOTH OUR JUVENILE AND ADULT SIDE. AS THE FOLKS THAT DO THE PROBATION SUPERVISION, WE ARE NEAR THE END OF THE CONVEYOR BELT AND WE CAN SEE THE VOLUME AND THE DISPARITY THAT COMES THROUGH THE SYSTEM AND WE WON'T STAND WITHOUT OUR OWN BLAME WHEN WE LOOK AT OUR OWN NUMBERS AND OUR OWN INTERACTIONS. WE'RE WORKING AGGRESSIVELY ON COMMUNITY ENGAGEMENT AND CULTURALLY-RESPONSIVE DIFFERENT RESPONSES AND ABILITY TO REFER. AND SO, WE HOPEFULLY WILL BE ABLE TO BOTH ON ADULT AND JUVENILE, AFFECT WHAT HAS BEEN A CONTINUOUS ISSUE IN MULTNOMAH COUNTY. WE APPRECIATE YOUR SUPPORT FOR THE EAST COUNTY CAMPUS. WE THINK THAT WHEN WE GET TO ACTUALLY HAVE OUR TWO MOTHERSHIPS ON THE ADULT SIDE, IT WILL STREAMLINE OUR SERVICE DELIVERY. WE INVEST HEAVILY IN OUR STAFF, AS WE TALKED ABOUT EARLIER, OUR RESOURCES.

Mr. Taylor: AND OUR SPECIFIC MODELS WE USE, THE FUNCTIONAL FAMILY PROBATION AND THE EPICS. WE HAVE NOW BEEN AT IT FOUR OR FIVE YEARS AND ARE SEEING IMPACT. AS A LEARNING ORGANIZATION, WE CONTINUE TO STUDY AND ANALYZE AND DO NUMBERS AND DATA AND FIGURE OUT, DO WE HAVE IT JUST RIGHT YET SO WE WILL CONTINUE TO WORK ON BOTH WHAT WE CONSIDER EVIDENCE-BASED PRACTICES AND OUR COMPETENCY OF DELIVERING THEM. RECENTLY, OUR JUVENILE SERVICES DIVISION PARTICIPATED IN A PERFORMANCE-BASED STANDARDS AND PARTICULARLY OUR DETENTION UNIT AND THIS IS WHERE -- WE'RE THE ONLY COUNTY IN THE STATE TO ACTUALLY GO THROUGH THIS AND WE WERE PLEASED WITH THE RESULTS BUT WE WEREN'T ECSTATIC SO WE'RE CONTINUING TO WORK ON WHAT WE CAN GET BETTER AT AND WHAT WE COULD DO DIFFERENT. THAT JUST HELPS US WHEN WE SEE SOMETHING IN AN AUDITOR REPORT LIKE THAT, THAT ALLOWS US TO QUESTION OURSELVES, GO BACK AND LOOK AT IT AND HOW COULD WE DO THIS BETTER? HOW DID WE MOVE TO THIS? YOU FIND IN THE PUBLIC SAFETY ARENA, WE DO LOTS OF THINGS BY TRADITION WHEN WE MIGHT WANT TO CHECK IF THAT MAKES SENSE TODAY AND THAT ALLOWS US TO QUESTION OURSELVES.

Mr. Neal: SO, THE WHO WE SERVICE AND WHAT WE DO, THE TOP THREE BOXES ARE JUVENILE SERVICES DIVISION AND BOX NUMBER ONE OF THE TOP LEFT SHOWS YOU WE HAVE 3,500 REFERRALS, COMPARED TO 300 FOR SUPERVISION. A REFERRAL, ANY POLICE REPORT WE RECEIVE ON A JUVENILE INCLUDING DEPENDENCY OR RUN-AWAY OR CRIMINAL ACTIVITY. ONE OF THE THINGS I WANTED TO POINT OUT ABOUT THAT, THAT WE ONLY END UP WITH 300 ON SUPERVISION SO IT SHOWS THAT OF THOSE 3,599, WE'RE DIVERTED THEM TO OTHER PLACES OR NOT PLACING THEM IN CUSTODY --

Commissioner Shiprack: WHAT IS THE TIME PERIOD FOR THESE NUMBERS?

Mr. Neal: ONE YEAR. DO YOU MEAN THE YEAR? I THINK 2015.

Commissioner Shiprack: YOU'RE GETTING A LOT OF HEAD NODS BEHIND YOU [LAUGHTER]

Mr. Neal: I THINK I SAID IT RIGHT.

Commissioner Shiprack: THANK YOU.

Mr. Neal: BOX NUMBER 2 SHOWS 1,000 YOUTHS SCREENED FOR DETENTION ADMISSION WITH 440 THAT WERE ADMITTED. THAT'S MULTNOMAH COUNTY ONLY. WE ALSO HAVE CONTRACTS WITH WASHINGTON COUNTY AND CLACKAMAS COUNTY TO HOUSE SOME OF THEIR JUVENILE YOUTH AS WELL. WE HAVE A RANGE OF COMMUNITY-BASED SERVICES AND ALSO SUPERVISED YOUTH BY COMMUNITY MONITORING. WE HAVE COMMUNITY SERVICE THAT THEY CAN DO TO PAY BACK RESTITUTION. WE HAVE GREAT OUTCOMES. BOX

THREE, THE FAR RIGHT, 83% OF OUR YOUTH ARE NOT READJUDICATED IN ONE YEAR. THIS IS JUST SHOWING THAT WHEN THEY'VE COME THROUGH OUR SYSTEM, A YEAR LATER, 83% DON'T RETURN.

Ms. Preuitt: I'D LIKE TO DRAW YOUR ATTENTION TO THE BOXES IN THE MIDDLE. ON THE FAR LEFT, WE'VE PROCESSED 33,000 CASES TO DETERMINE WHO COULD BE RELEASED. I WANT TO TALK ABOUT OUR RECOG UNIT WHO IS BASICALLY THE UNIT THAT PROCESSES ALL THE PEOPLE WHO ARE CHARGED WITH A CRIME AND DETERMINES WHO CAN BE RELEASED. THIS IS A VERY HARD-WORKING UNIT. THEY PROCESS A LARGE INFLUX OF CASES. IN THE MIDDLE BOX, YOU'LL SEE THAT 2,096 PEOPLE ARE SEEN AT THE ASSESSMENTS AND REFERRAL CENTER. KNOWN AS THE ARC. IT'S THE FIRST TOUCH ON THE CLIENTS. NOT ONLY ARE THEY ASSESSED, THEY'RE ALSO REFERRED TO PROGRAMS AND SERVICES SUCH AS ALCOHOL AND DRUG TREATMENT, HEALTHCARE SERVICES. WE'RE EXCITED ABOUT OUR PARTNERSHIPS WITH THE HEALTH DEPARTMENT. THE BOX ON THE FAR RIGHT, 85% OF ADULT SUPERVISED ARE NOT RECONVICTED IN ONE YEAR AND WE REALLY ATTRIBUTE THIS TO OUR FOCUS ON PUTTING OUR RESOURCES OF THE HIGHEST RISK FOLKS AND GIVING OUR STAFF THE EDUCATION AND TRAINING THEY NEED TO BE ABLE TO EFFECTIVELY ENGAGE SO WE'RE PROUD OF OUR CASE MANAGEMENT MODELING AND EXAMINING HOW WE ARE ENGAGING AND BUILDING RELATIONSHIPS WITH OUR CLIENT. AND ONE THING THAT WASN'T MENTIONED AS WE WERE TALKING ABOUT THE RISK AND SCOTT WAS TALKING ABOUT THAT, WE ARE ENGAGED IN LOOKING AT ASSESSING THE RISK AND NEED FOR WOMEN. WE'RE EXCITED TO REFINE HOW WE LOOK AT OUR JUSTICE-INVOLVED WOMEN.

Vice-Chair Smith: I HAVE A QUESTION. THANK YOU FOR GIVING THE PRESENTATION. I'M HAVING A BIT OF A PROBLEM FOR THE LANGUAGE. FOR YOUTH, WE CALL IT READJUDICATED. DOES THAT MEAN THE SAME THING ON THE ADULT SIDE, RECONVICTED? DOES THAT MEAN THAT THEY HAVE NOT VIOLATED THEIR PROBATION OR CHARGED WITH ANYTHING NEW?

Mr. Neal: I'M JUST LEARNING JUVENILES NOW. I WILL TELL YOU WHAT I UNDERSTAND IS THAT READJUDICATED MEANS IT'S THE SAME VERSION OF A CONVICTION IN THE ADULT SYSTEM. IT'S NOT THE SAME THING AS RECIDIVISM BECAUSE THAT MAY INCLUDE ARREST. THIS IS ABOUT HAVING PEOPLE BEEN PROCESSED THROUGH THE COURT SYSTEM.

Vice-Chair Smith: THAT'S WHAT I WANT TO GET TO. WE'RE NOT GETTING A CLEAR PICTURE OF THIS 83% OF THIS YOUTH. WE NEED TO DESEGREGATE THE DATA AND SAY, HOW MANY PERCENT OF THESE 484 PEOPLE THAT WERE SCREENED AND WENT TO DETENTION, HOW MANY OF THESE FOLKS HAVE BEEN REARRESTED OR VIOLATED THEIR PROBATION? THIS WORD, READJUDICATED IS A BIG WORD. AND IT DOESN'T DEAL WITH THE OTHER CATEGORIES AND SO WE NEED TO KNOW WHAT ARE WE REALLY DOING. I

IMAGINE, 83% IS REALLY HIGH. BUT WE'RE HAVING A HUGE PROBLEM OUT ON THE STREETS. I KNOW PEOPLE ARE VIOLATING AND BEING REARRESTED.

Mr. Neal: WE'LL HAVE ANOTHER NUMBER LATER, THAT'LL -- IT'S MORE OF A THREE-YEAR NUMBER. IT DOESN'T ADDRESS THE ONE YEAR.

Mr. Taylor: I THINK YOU'RE GOING TO RUN INTO THIS WITH BOTH ADULT AND JUVENILE. WE HAVE A MULTITUDE OF RECIDIVISM. WE CAN DO A ONE-YEAR, THREE-YEAR, ARREST, INCARCERATION. WHEN WE GET TO JUVENILES, IT'S CONFUSING BECAUSE A STATUS OFFENSE MIGHT BE A REFERRAL SO IT WOULD COUNT AS A RECIDIVATING MOMENT BUT THE OREGON YOUTH AUTHORITY HAS DEFINITIONS SIMILAR TO THE ADULT SIDE ABOUT CONVICTION, ARREST, INCARCERATION, ADJUDICATION SO WHEN WE TALK ABOUT RECIDIVISM, WE USED THE BEST SLIDES FOR THIS [LAUGHTER]

Vice-Chair Smith:I'M GLAD YOU SAID THAT SO I DIDN'T HAVE TO SAY IT.

Mr. Taylor: WE HAVE NUMBERS IN ALMOST ALL THOSE CATEGORIES THAT WE'RE HAPPY TO WALK THROUGH. I WILL SAY, ON THE ADULT SIDE, WE JUST GOT THE CRIMINAL JUSTICE COMMISSION PRINTS OUT THINGS AND STATE-WIDE, WE ARE AHEAD OF THE STATE AND PARTICULARLY OUR BIG FIVE COMPETITORS. SO -- AND, I JUST WANT TO DROP THIS PIECE IN BECAUSE WE JUST GOT THE NUMBERS YESTERDAY. WHEN ERIKA WAS TALKING EARLIER, WE FOUND THAT OUR RATE IS ABOUT 9% TO 10% LOWER, WHICH MEANS SOMETHING IS HAPPENING IN THAT INTERACTION, THAT PEOPLE AREN'T LEAVING AT THE SAME RATE, WHICH FOR THE SYSTEM, IS A HUGE COST CENTER BECAUSE THEN SOMEBODY HAS TO GO FIND THEM, SOMEBODY HAS TO ARREST THEM, SOMEBODY HAS TO HOLD THEM IN JAIL.

>>SO, WE SEE THINGS LIKE THAT, THAT TELL US SOMETHING'S WORKING BUT RECIDIVISM, WE CAN BE AS SPECIFIC AS YOU WOULD LIKE, BOTH AT THE STATE LEVEL AND OUR RESEARCH FOLKS, WE CAN MINE DOWN. SOMETIMES IT TAKES TIME TO MAKE SURE WE'RE ALL USING THE SAME WORDS.

Ms.Preutt: THANK YOU. I WANTED TO GO BACK TO OUR MIDDLE BOXES, TOO. WHEN WE TALK ABOUT ADULT SUPERVISION, WE'RE INCLUDING THE 3,000 IN THE PRE-TRIAL SERVICES PROGRAM?

Commissioner Shiprack: JUST A CLARIFICATION, IT SOUNDS PRETTY DRAMATIC. COULD THAT BE NOT SHOWING UP? FAILURE TO ARRIVE AT THE APPOINTED DATE, TIME, PLACE FOR APPOINTMENT?

Mr. Taylor: YOU'RE NOT REMAINING ON SUPERVISION, YOU'RE NOT SHOWING UP. YOU DIDN'T COME IN WHEN THE COURT WANTED YOU TO AND SO WE ISSUE A WARRANT TO GO FIND THIS PERSON.

Commissioner Shiprack: IT SOUNDS LIKE SUCH A DRAMATIC, KIND OF DROP EVERYTHING AND RUN AWAY SORT OF EVENT WHEN IT MIGHT VERY WELL BE --

Mr. Taylor: WITHOUT GOING TOO DEEP, THIS IS A FASCINATING CONVERSATION OF TODAY'S TECHNOLOGY VERSES OUR OWN RULES. WE FIND AROUND THE NATION -- WE'VE JUST FINISHED LOOKING AT THE NEW ELECTRONIC MONITORING AND NOTIFICATION SYSTEMS AND A NUMBER OF THEM SEND TEXTS TO THOSE FOLKS TO REMIND THEM TO SHOW UP BECAUSE THEY'RE NOT THE BEST OF KEEPING TRACK AND A HUGE PERCENTAGE ARE COMPLYING, JUST LIKE OUR SYSTEM THAT YOU SPONSORED YEARS AGO. WE DO IT NOW WITH TEXTING, TEENAGERS KNOW THAT TEXTING IS -- SO, WHEN WE WATCH CLACKAMAS COUNTY, FOR EXAMPLE, THEY HAVE STARTED USING TEXTING TO SHOW UP FOR URINALYSIS TESTING AND THEY'VE HAD A 33% INCREASE RATE IN APPEARANCES. EACH TIME WE DO, THAT WE SEE AN IMPACT.

Commissioner McKeel: CHAIR, I HAD A QUESTION, TOO. YOU MENTIONED USING DEFINITIONS, SCOTT. I HEARD, THIS MORNING, THAT WE DON'T ALWAYS ALL HAVE THE SAME DEFINITION FOR WORDS WE USE.

Mr. Taylor: YES.

Commissioner McKeel: WAS THAT CORRECT?

Mr. Taylor: YES [LAUGHTER]

Commissioner McKeel: SO, ARE WE ABLE TO BE CONSISTENT WITH OUR DEFINITIONS WITHIN OUR DEPARTMENT THE COUNTY AND ARE THERE OTHER PEOPLE OUTSIDE OF THE COUNTY THAT WE PARTNER WITH OR INTERACT WITH THAT USE A DIFFERENT DEFINITION OF THE SAME WORD? AM I UNDERSTANDING THAT?

Mr. Taylor: COMMISSIONER MCKEEL, THAT'S A GREAT QUESTION. OUR DATA TEAM AND THE SHERIFF'S DATA TEAM AND COURT AGREE WITH WHAT AN ARREST IT. WHEN WE SAY THERE WAS THIS MANY ARRESTS, WE KNOW WHAT THAT MEANS. WHEN WE SAY, THIS MANY PEOPLE WERE PUT IN JAIL, WE KNOW WHAT THAT MEANS. WHEN WE GO TO THE REST OF THE STATE, THERE'S PROBABLY STILL SOME DEBATE ABOUT WHOSE NUMBER IS THAT. THE ADVANTAGE OF THE CRIMINAL JUSTICE COMMISSION AND THE OREGON YOUTH AUTHORITY IS THEY ARE STARTING TO BE REQUIRED TO USE STATE-WIDE INFORMATION. SO, WE ALWAYS HAVE A DEFAULT BACK TO THEM, RECIDIVISM WOULD BE ONE THAT IS NOW IN STATUTE. WE WANT TO KNOW HOW GOOD WE'RE DOING, AT LEAST WE KNOW IN THIS DEFINITION WE'RE ALL USING THE SAME INFORMATION.

Commissioner McKeel: RIGHT. AND I THINK THAT'S A PIECE OF WHAT I HEARD THIS MORNING, THAT RECIDIVISM -- THERE WASN'T GOOD DATA YET AROUND RECIDIVISM BECAUSE WE DON'T HAVE THE SAME DEFINITION?

Mr. Taylor: OUR DATA TEAM IS PROTECTING US LIKE CRAZY. EVEN THE DEFINITION. ALL WE SAY THREE YEARS AND WE'VE ONLY HAD PEOPLE ON SUPERVISION FOR TWO YEARS, WE CAN'T TELL YOU THE THREE YEARS YET BUT IF WE ALL AGREED TO DO A ONE-YEAR --

Commissioner McKeel: THEY WERE TALKING ABOUT THE SYSTEM, I THINK --

Mr. Taylor: WHEN THE NUMBERS COME OUT, WE'LL BE HAPPY OR SAD. [LAUGHTER] WE'LL KNOW WHAT THE DEFINITION WAS.

Commissioner McKeel: THANK YOU.

Mr. Taylor: I THINK TO CONTINUE ON, WE DID 13,000 OF VOLUNTEER HOURS TO DCJ ADULT YOUTH. PART OF WHAT WE ARE CONTINUING TO DO, BECAUSE OUR FOLKS REQUIRE SOME SPECIAL HOUSING, WE'VE ADDED ANOTHER 30 BEDS TO OUR ADULT HOUSING AND MOST OF THOSE ARE OUT IN THE COMMUNITY AND THROUGH SOME DIFFERENT CONTRACTS SO WE'LL SLOWLY BUILDING THAT CAPACITY TO A HIGHER LEVEL. SO, ORGANIZATIONAL CHART. I OFTEN TALK TO EVERYBODY ABOUT WE ARE ONE DEPARTMENT. IN THIS BOX, YOU CAN SEE THE DIRECTOR, ADULT AND JUVENILE. ADULT IS OUR LARGEST. I WILL WATCH THE SUPERVISION LEVEL. I'M NOT SURE THAT ALL FOLKS ARE GETTING THE LEVEL OF ENGAGEMENT TO DO SOME OF THE VERY DIFFICULT THINGS WE EXPECT THEM TO DO. THIS IS OUR BUDGET BY FUND. AS YOU CAN SEE, BOTH -- WELL, YOU WON'T SEE IT HERE, BUT IN A FUTURE SLIDE. WE GET QUITE A BIT OF MONEY FROM FEDERAL AND STATE, THAT IS FROM OYA. WE DO HAVE SOME FEDERAL GRANTS WE'RE WORKING ON. PART OF WHAT YOU'LL SEE IN THE DROP THERE, SOME OF THESE NUMBERS, IS IF YOU REMEMBER LAST YEAR WHEN WE WERE DOING THE BUDGET, PARTICULARLY ON THE MCJRP, I WAS USING THE GOVERNOR'S BUDGET. WE DID NOT GET THE GOVERNOR'S BUDGET. WE GOT A DIFFERENT, LOWER FIGURE. WE HAD TO ADJUST THAT AMOUNT OUT. THAT WAS ABOUT \$1.5 MILLION AND EFFECTED A VARIETY OF POSITIONS. IF YOU REMEMBER, THE SAND AROSE PROGRAM HAD TO SHUT DOWN AND THAT AFFECTED OUR OVERALL BUDGET. THERE'S A GENERAL FUND, IT HAS REMAINED CONSTANT. THE OTHER FUNDING IS WHERE WE BRING IN SOME ADDITIONAL STUFF. AGAIN, THIS WAS POSITIONS AND PEOPLE WE'RE TALKING ABOUT. I CAN SLOW DOWN ANYWHERE, BUT FUNDING BY SOURCE. SO, THE GENERAL FUND, AGAIN, YOU CAN SEE, WE ARE VERY, VERY APPRECIATIVE OF THE LEVEL THIS COUNTY, MULTNOMAH COUNTY GIVES BOTH OUR ADULT AND JUVENILE AND WE GET SOME SPECIAL MONEY HERE AND THERE THAT WE TRACK THROUGH TO US. WHEN WE TALK MORE IN-DEPTH -- I GUESS I'LL JUST SPEND A MINUTE -- WHEN WE TALK DOWN THE ROAD, ABOUT 11:45, JUSTICE REINVESTMENT,

KEEP IN MIND THAT THAT MONEY IS SPLIT PARTICULARLY BY THE COMMUNITY CORRECTIONS MONEY BETWEEN US, THE SHERIFF AND THE LPSCC, THAT HAS BEEN A FUNDING SOURCE FOR ALL THREE DEPARTMENTS. PERSONNEL CONTRACTS, MATERIAL SERVICES, WE DO CONTRACTUAL SERVICES. TRYING TO REACH OUT MORE AND MORE INTO THE COMMUNITY AND WHEN WE TALKED EARLIER, WE HAVE BEEN MEETING WITH DIFFERENT PEOPLE ABOUT HOW TO WE FURTHER-ENGAGE WITH THE COMMUNITY AND WORKING WITH THE YOUTH OR SOME OF OUR YOUNG ADULTS SO WE HAVE GREAT HOPES FOR NEXT YEAR, THAT WE'LL DO MORE OF THAT.

Mr. Taylor: DIRECTOR'S OFFICE, ADULT SERVICES, JUVENILE SERVICES. DIRECTORS ARE SO BIG BECAUSE I HAVE COMPUTERS IN HERE [INDISCERNIBLE] SO, THAT'S WHAT THAT IS. THIS IS THE GROWTH OF THE CHANGE. YOU CAN SEE IT REMAINS PRETTY MUCH UNCHANGED IN THE LARGER SCALE. AND, AGAIN, SANDAROSE AFFECTS IT BY \$2 MILLION AND 3194 AFFECTS THE ADULT SIDE ON THAT. SO, WE'RE GOING TO DO A COUPLE TREND CHARTS FOR YOU. YOU LET US START A VICTIMS SERVICES UNIT. WE DO A LOT OF WORK WITH VICTIMS AND YOU CAN SEE THAT OUR VICTIMS AND THE NUMBER CONTACTED HAS GONE WAY UP. PART OF THAT IS HAVING A PERSON WHO IS DOING THAT, MAKING SURE THE VICTIMS GET THE LETTERS, MAKING SURE WE FOLLOW THROUGH AND CHECK WITH THEM. THE REGISTRATION IS SLOWLY GOING UP AND AGAIN, THAT'S THAT PERSONAL CONTACT AND CHECKING IN. WHEN PEOPLE ARE IN THE MIDDLE OF A PROCESS OR AT TRIAL, THEY'RE IN TRAUMA AND THEY DON'T WANT TO DO ALL THIS SO THE ABILITY TO WORK WITH THEM AND GET THEM REGISTERED SO THEY CAN BE NOTIFIED OF A VARIETY OF EVENTS AND THE NOTIFICATIONS, WE TRY TO REACH OUT TO THE VICTIMS AND NOTIFY THEM. SOME DON'T WANT TO BE NOTIFIED. WE TRY TO REACH OUT WHEN THERE'S SOMETHING. SOME THINGS WE JUST THINK THEY NEED TO KNOW ABOUT. SO, WE'RE PROUD OF THE CONTINUED -- WHAT WE CONSIDER -- IMPROVEMENT IN THIS AREA.

Ms.Preuit: THESE ARE THE ADULT SERVICES DIVISION TRENDS. WE ARE SEEING THAT IN THE KIND OF THE ROYAL BLUE LINE, THAT THE NUMBER OF NEW PROBATIONS IS GOING UP. AND IF YOU LOOK AT THE -- KIND OF THE NAVY BLUE LINE -- I'M SORRY, IF YOU LOOK AT THE GREEN LINE, YOU CAN SEE THAT OUR REVOCATIONS HAVE REMAINED STEADY. THERE WAS A SLIGHT UPTICK IN 2015. WE WENT FROM -- IN 2013, WE HAD 619 PROBATION REVOCATIONS IN 2015, WE HAD 536. IN 20016, WE HAVE 562. WE'VE REMAINED STEADY AND WE'RE PROUD OF THE WORK WE'VE DONE AROUND THE JAIL BEDS AND THAT'S IN THE NAVY BLUE. WE HAVE SEEN A DECREASE IN OUR USE OF JAIL BEDS FROM 2013 TO 2015. IN 2013, WE USED 429 JAIL BEDS. IN 2014, 413, IN 2015, WE USED 378. AS I SAID EARLIER, WE ATTRIBUTE THESE DECREASES TO REALLY FOCUSING ON EVIDENCE-BASED PRACTICES AND CASE MANAGEMENT, GIVING OUR OFFICERS TRAINING AND HOW TO BUILD POSITIVE RELATIONSHIPS WITH THEIR CLIENTS, AS WELL AS USING ALTERNATIVE

SANCTIONS, SUCH AS ELECTRONIC MONITORING AND COGNITIVE BEHAVIORAL PROGRAMS THAT YOU'LL SEE WE USE, AS WELL AS COMMUNITY SERVICE AND OUR RELATIONSHIPS WITH OUR COMMUNITY PARTNERS. PARTNERS.

Vice-Chair Smith: ERICA, COULD YOU EXPLAIN THE PROBATION REVOCATIONS BECAUSE IF PEOPLE DON'T UNDERSTAND THAT YOU DO HAVE THE ABILITY TO REVOKE THE PROBATION, WHICH WOULD MAKE THE CLIENT GO BACK INTO THE JAIL SYSTEM?

Ms.Preuitt: RIGHT. SO, WITH THE PROBATION REVOCATION REVOCATIONS, OUR OFFICERS -- FIRST OF ALL, OUR OFFICERS ARE GIVEN THE AUTHORITY TO DO STRUCTURED SANCTIONS SO THEY CAN IMPLEMENT JAIL SANCTIONS WITH THE APPROVAL OF A SUPERVISOR AND THEY CAN DO THAT ADMINISTRATIVELY. WE ALSO HAVE SOME INFLUENCE ON THAT. IF A PROBATION GETS REVOKED, THAT IS TYPICALLY THE JUDGE THAT IS DOING THAT SO WHEN WE LOOK AT THOSE PROBATION REVOCATION NUMBERS, I THINK THAT WE, IN OUR PARTNERSHIPS WITH OUR COURTS, AS WELL AS OUR OFFICERS, AS THEY'RE MAKING RECOMMENDATIONS AND FOCUSING ON THINGS THAT ARE ALTERNATIVES TO JAIL, THAT ASSISTS US IN THAT NUMBER.

Vice-Chair Smith: AND THAT'S WHERE THE FLEXIBILITY IS?

Ms.Preuitt: YES.

Commissssioner Shiprack: KIND OF A FOLLOW-UP TO THAT -- THIS IS GOING TO BRING TO MIND SOMETHING THAT I CALL THE WAVY CHART THAT SCOTT, YOU SOMETIMES CALL A SEDIMENTATION CHARGE, WHICH IS THE INDICATOR OF JAIL BED USAGE BY TYPE AND ONE OF THE ELEMENTS OF THAT CHART IS SANCTIONED OFFENDERS. I JUST WONDER IF YOU COULD DESCRIBE WHAT THE IMPACT HAS BEEN -- MAYBE THIS IS REALLY A QUESTION FOR SCOTT, BECAUSE I REALIZE THERE'S BEEN SOME TRANSITION, YOU KNOW, THROUGH -- WITH YOU GUYS IN TERMS OF YOUR JOB DUTIES. BUT, YOUR POLICY MADE A SIGNIFICANT DIFFERENCE IN THE DEMAND ON JAIL BED USAGE BECAUSE OF THE DURATION OF THE SANCTIONS AND I'M JUST CURIOUS IF THAT'S GOING TO COME UP LATER ON IN YOUR PRESENTATION OR IF YOU COULD ADDRESS THAT NOW? AND, IF YOU COULD ADDRESS IT IN THE CONTEXT OF THE CONNECTION BETWEEN THE EFFECTIVENESS OF THE SANCTION AND THE DURATION OF THE JAIL TIME IN THE SANCTION?

Ms.Preuitt: RIGHT. SO, WITH OUR JAIL BED USE, WE'LL TALK ABOUT SANG SANCTIONS. WE SHARE THOSE NUMBERS WITH THE POS AND THE COURTS. SCOTT, YOU'RE GOING TO HAVE TO GIVE ME THE CORRECT NUMBERS. 150 ARE OUR IS SANCTIONS THAT OUR PO'S ARE RESPONSIBLE FOR, THAT OUR DEPARTMENT IS RESPONSIBLE FOR AND THE REST OF THAT IS THOSE DECISIONS THAT ARE MADE IN PROBATION REVOCATIONS THAT ARE DRIVEN

BY OTHER ENTITIES SUCH AS THE COURTS. SO IN OUR PORTION THAT WE'RE RESPONSIBLE FOR, WE ENGAGED IN A MOVEMENT CALLED EFFECTIVE SANCTIONING PRACTICES SEVERAL YEARS AGO WHERE WE REALLY SAID, JAIL IS NOT AN EFFECTIVE SANCTION TO CHANGE BEHAVIOR.

IT'S EFFECTIVE TO MINIMIZE COMMUNITY RISK, BUT IT'S NOT AN EFFECTIVE WAY TO CHANGE BEHAVIOR SO WE ASKED PO'S, AS WELL AS THEIR SUPERVISORS, TO SCRUTINIZE THEIR SANCTIONS THAT WERE ASKING THE JAIL DAYS. WHY CAN'T WE DO THAT FOR LESS AND WHAT IS YOUR PLAN AFTER THIS PERSON HAS GOTTEN OUT OF CUSTODY? WHAT IS YOUR PLAN TO CHANGE THEIR BEHAVIOR? WE STARTED ASKING THOSE QUESTIONS VERY DELIBERATELY AND REALLY REQUIRING THAT OUR PO'S STAFF THOSE SANCTIONS WITH THEIR SUPERVISORS. WE ALSO GAVE RESOURCES TO OUR COMMUNITY SERVICE PROGRAM SO THAT WE COULD ALSO UTILIZE ALTERNATIVES TO JAIL AS A WAY TO CHANGE BEHAVIOR, AS WELL AS ELECTRONIC MONITORING, WE GAVE RESOURCES TO THAT, AS WELL. SO THAT'S KIND OF HOW WE DEAL WITH IT, AS FAR AS THE SANCTIONING.

Commissioner Shiprack: I THINK THAT CREATES AN INTERESTING MICROCOSM OF PUBLIC SAFETY SYSTEM WITHIN THE CONTROL OF YOUR PROBATION OFFICERS IN THE CONTEXT OF THE EFFECTIVENESS AND USEFULNESS OF JAIL, TOGETHER WITH ALTERNATIVES.

Ms.Preuit: AND I ALSO WANT TO SAY THAT WE WERE VERY FOCUSED ON THE DATA, SO NOT ONLY WERE THE MANAGERS LOOKING AT THAT DATA AND WE MADE SURE OUR OFFICERS UNDERSTOOD WHERE WE WERE. WE WERE PUTTING IN CONTROLS IF WE SAW IT GOING UP AND WE CONTINUED TO BE DATA-DRIVEN. WITH THE HELP OF OUR TEAM, DR. BURNARD, WE'RE ABLE TO LOOK DOWN TO THE PO HOW MUCH JAIL PEOPLE ARE USING AND DOWN TO THE UNIT AND WE'RE ABLE TO TALK SPECIFICALLY ABOUT, WELL, WHY IS THAT? WHAT STRATEGIES CAN WE USE TO REDUCE THAT AND HOW CAN WE SUPPORT YOU IN USING MORE ALTERNATIVES? SO, WE'RE LOOKING AT ON A DAILY BASIS, ON A MONTHLY BASIS AND WE'VE ALSO INCLUDED IT IN OUR REVIEW OF BASES WITH OUR PO'S.

Mr. Taylor: QUITE THOROUGH. AND AS A MEMORY JOG, I GUESS, SEVERAL YEARS AGO, WE WERE ASKED TO REDUCE -- WE WERE, AT THAT POINT, WHEN YOU LOOKED BETWEEN THE JUDGES AND US, WE WERE USING 600 BEDS A DAY AND WE WERE ASKED TO REDUCE THAT BY 150 BEDS A DAY AND WE DID THAT BY REDUCING THAT SANCTION AN AVERAGE OF THREE DAYS ACROSS THAT SPECTRUM. SO, WE HAVE NOW HAD EVEN MORE -- I DON'T KNOW IF YOU'VE HEARD OF THE HOPE COURT. WE HAVE SOME OF THOSE RESEARCHERS THAT HAVE BEEN TRAVELING THE COUNTRY AND STUDYING THE IMPACT OF JAIL AND WHAT THEY FOUND IS THAT THERE ARE NO IMPACTS. MOST OF THESE SANCTIONS ARE NOT NEW CRIMES. FAILING TO SHOW UP WHEN I TELL YOU TO SHOW UP. HAVING A DIRTY URINE. DOING DIFFERENT

THINGS LIKE THAT, ALL CONDITIONED VIOLATIONS AND SO WHAT WE WERE FINDING IS WHAT YOU AND I MIGHT FIND VERY APPEALING ABOUT NOT BEING IN JAIL DOESN'T HAVE THE SAME EFFECT AND WE'RE STRUGGLING RIGHT NOW, NATIONALLY, TO FIGURE OUT, IS THERE ACTUALLY AN EFFECT SIDE ON THIS SHORT?

WE DO HAVE A GROUP OF PEOPLE THAT WE WOULD SAY, WE NEED TO PUT THEM IN JAIL FOR CONTAINMENT FOR PUBLIC SAFETY AND WE HAVE SOME PEOPLE ON SUPERVISION THAT THAT'S WHAT WE NEED TO BE DOING BUT WE HAVE A WHOLE OTHER GROUP OF PEOPLE THAT THE LENGTH OF STAY -- IN SOME WAYS, IT'S AN EVIDENCE-BASED PRACTICE TO MOVE TO A DIFFERENT QUESTION IN OUR ORGANIZATION ABOUT WHY ARE WE DOING THAT AND WHY THAT NUMBER OF DAYS. AND, THAT'S AN EVER-PRESENT CONVERSATION. SO, THAT'S ONE OF THE REASONS WE KEEP TRACK BECAUSE THE AGREEMENT WAS WE WOULD STAY AT 450 BEDS. WE'RE CURRENTLY AT 373 SO THIS CONTINUED ASKING THE QUESTION, LOOKING AT IT, HAS TAKEN US BELOW WHAT WAS THE AGREED-UPON TARGET ABOUT SIX YEARS AGO.

Vice-Chair Smith: MADAM CHAIR, I HAVE ANOTHER QUESTION. WE'RE AT 373 AND I APPLAUD YOU FOR YOUR EFFORTS TO MEET THE 3194 GUIDELINES. SO, MY QUESTION IS, IF WE'RE AT 373, DO YOU THINK THAT WE CAN ABSORB ANOTHER 150 MINUS THAT?

Mr. Taylor: EVERY DAY, I HAVE 150 FOLKS IN JAIL AND THE TWO LEVERS THAT WORK ARE THE VOLUME AND THE LENGTH OF STAY. IT'S A HOTEL VERSUS AN APARTMENT COMPLEX AND HOW MANY BEDS CAN I HAVE? SO, IF I CALLED THE HOTEL AND SAID, HOW MANY BED DAYS DO YOU HAVE? EVERYBODY STAYS ONE NIGHT. IT'S 30 TIMES WHATEVER. IF I ASK AN APARTMENT MANAGER, EVERY EVERYBODY'S STAYING A MONTH. THEY MAKE DECISIONS WITH STRUCTURED SANCTIONS AND ADVISE THE COURT. WE HAVE SOME ABILITY TO AFFECT THE FLOW COMING IN BY POLICY ADJUSTMENT AND WE ALSO HAVE THE ABILITY, THEN, TO SHRINK THE AMOUNT OF TIME ON APPROPRIATE CASES AND AT 150 BEDS, THERE IS STILL ROOM FOR US TO WORK WITH THAT.

Vice-Chair Smith: YOU THINK YOU CAN GET US DOWN TO 223 BEDS A DAY?

Mr. Taylor: 223?

Vice-Chair Smith: WELL, I TOOK 150 MINUS 37 -- 373 MINUS 150, SO IS THAT WHAT YOU'RE SAYING?

Mr. Taylor: I'M SAYING WHEN I LOOK AT THAT 373, 150 OF THAT ARE DIRECTLY RELATED TO MY STRUCTURED SANCTION.

Vice-Chair Smith: SO THAT WOULD GET DOWN TO 223.

Mr. Taylor: AM I MISSING THE QUESTION?

Vice-Chair: YEAH, BUT THAT'S OKAY. WE TALKED ABOUT THE 600 BEDS AND YOU GOT DOWN TO 400 AND WE'RE DONE TO 373. I'M SAYING, YOU'RE SAYING WE WOULD TAKE 150 PEOPLE OUT OF THE QUEUE, WHICH WOULD BRING US DOWN TO 223 BEDS WITH THIS NEW STRATEGY YOU'RE TALKING ABOUT OF EVEN GOING SHORTER TERM?

Mr. Taylor: IF YOU TAKE 150 BEDS, I HAVE ABSOLUTELY NO RESPONSE. SO I'M NOT SAYING, I HAVE 150 IN THAT POT TO TAKE OFF.

Vice-Chair Smith: WERE YOU SAYING THAT?

Mr. Taylor: I WAS NOT SAYING THAT. I HAVE A PORTION OF THAT 150. SO AN AVERAGE OF 10 DAYS, IF I REDUCE THAT TO FIVE DAYS, I'M USING 75 BEDS.

Vice-Chair Smith: OVER THE TIME PERIOD?

Mr. Taylor: THAT'S DAILY.

Vice-Chair Smith: YOUR BEDS ARE DIFFERENT FROM THE SHERIFF'S BEDS AND WHAT I'M TRYING TO FIGURE OUT HERE IS, WITH THIS NEW INVESTMENT IN POLICE OFFICERS THAT THE CITY OF PORTLAND IS GOING TO BE VOTING ON, YOU PUT 91 FOLKS ON THE STREETS, THEY'RE GOING TO ARREST FOLKS AND PUTTING THOSE PEOPLE ON THE STREETS, ARRESTING PEOPLE THAT WE WON'T BE ABLE TO -- IF WE LEAVE EVERYTHING CONSTANT THE WAY IT IS NOW, THAT'S GREAT. BUT EVERYTHING IS NOT GOING TO BE CONSTANT. WE'RE GOING TO GET 22 ADDITIONAL SHERIFF'S DEPUTIES, 91 MORE POLICE OFFICERS WHO WILL BE OUT ON THE STREETS ARRESTING FOLKS SO THEN THIS KIND OF GOES OUT THE WINDOW.

Mr. Taylor: IF I CAN BACK UP A STEP OR TWO?

Vice-Chair Smith: YEAH.

Mr. Taylor: I THINK WE'RE BEING SUCKED INTO THE VORTEX OF COUNTING THE JAIL BEDS. THERE'S NOTHING MAGIC ABOUT THE JAIL BEDS. IT'S AN ARBITRARY FIGURE WE, IN MULTNOMAH COUNTY, PUT IN PLACE. ANY CHANGE IS A SYSTEM RESPONSE. ANY CHANGE WILL ONLY HAPPEN WHEN WE, AS A SYSTEM, HAVE SOME CONVERSATIONS. IF YOU WANT SOME GOOD, SOLID LONG-TERM SHIFTS ON HOW WE DO BUSINESS. IF THERE'S NO REASON TO HAVE A SHIFT IN HOW WE DO BUSINESS, BUSINESS WILL LOOK THE SAME.

Vice-Chair Smith: EXACTLY.

Mr. Taylor: AND SO WHEN WE LOOK AT WHAT YOU'VE INVESTED IN, JUSTICE REINVESTMENT ARE GREAT EXAMPLES. SO, FOR YEARS, THE STATE HAS BEEN BUILDING MORE PRISONS. AT SOME POINT, THEY LOOKED AT THE COST OF THAT AND THAT WAS ENOUGH MOTIVATION TO SAY, WHAT COULD WE DO DIFFERENT? SO THEY CAME UP WITH 3194, WE WENT DOWN AND WORKED ON THINGS AND ALL OF A SUDDEN, THEY SAID, WE'LL GIVE YOU SOME MONEY IF WE DON'T HAVE TO OPEN THE PRISON. THE LATER CONVERSATION WILL BE THAT WE HAVE DONE THAT. BUT THAT WOULD NOT HAVE HAPPENED IF THE STATE HAD NOT SAID, WE'RE NOT INTERESTED IN OPENING THE NEXT PRISON BECAUSE THINGS -- I HAVE SYSTEMS THAT WORK EVERY DAY. I JUST KEEP DOING WHAT I DO. WE ARE DRIVEN ALL THE TIME BY EVIDENCE-BASED PRACTICES SO WE KEEP QUESTIONING, WHY ARE WE DOING WHAT WE'RE DOING?

Vice-Chair Smith: RIGHT.

Mr. Taylor: BUT I WANTED TO GO WAY BACK BECAUSE I KNOW YOU LOVE NUMBERS. I AM NOT SAYING THAT I COULD STOP ALL 150 PEOPLE BECAUSE THEN I WOULD HAVE ABSOLUTELY NO ABILITY TO DEAL WITH SOME PEOPLE.

Vice-Chair Smith: I JUST WANTED TO MAKE IT CLEAR. I AGREE. I APPLAUD YOUR EFFORTS BECAUSE YOU ALL ARE MAKING A SYSTEM CHANGE. THE ENTIRE CRIMINAL JUSTICE SYSTEM NEEDS TO MAKE A RAPID CHANGE LIKE YOU ALL HAVE BECAUSE IF WE STOP ARRESTING AND GIVING THE CHARGES THAT WE'RE GIVING THE FOLKS THAT GO TO COURT, TO EVEN GET TO YOU, WE WOULDN'T EVEN HAVE THIS ISSUE ABOUT JAIL BEDS.

Mr. Taylor: I THINK WHEN YOU LOOK AROUND THE NATION, AROUND THE STATE, YOU WON'T FIND A MAGIC NUMBER OF WHAT'S THE RIGHT SIZE. IT'S ALL LOCALLY-DRIVEN AND MAYBE I'M WRONG, BUT I'VE BEEN RECENTLY DOING SOME LOOKING, I CAN'T FIND THAT NUMBER. SO, WHEN WE ASK THAT QUESTION, IT REALLY IS ABOUT WHO DO YOU WANT IN THERE? WHAT'S THE PURPOSE? AND FOR ME, THERE'S A GROUP OF PEOPLE I'M AFRAID OF.

Vice-Chair Smith: YES, ME, TOO.

Mr. Taylor: THERE'S A GROUP OF PEOPLE I WANT TO CALM DOWN AND THEY MAY BE APPROPRIATE. AND THEN THERE'S A GROUP OF PEOPLE THAT ARE MORE ABOUT PROCESS AND LENGTH OF DELAY BECAUSE OF JAMS IN THE SYSTEM. I WANT TO BE CLEAR, IT'S NOT THE SHERIFF, IT'S US AS A SYSTEM THAT SEE THIS --

Vice-Chair Smith: THAT'S ALL I'M TRYING TO SAY. LET ME TELL YOU SOMETHING, THE NUMBER I AM CONCERNED ABOUT IS THAT 1,300. THAT'S THE NUMBER WE NEED TO BE CONCERNED ABOUT IS THE IS 1,300 PEOPLE IN THE JAIL. THE STRUGGLE IS REALLY REAL ABOUT THE JAIL BEDS AND SO WE HAVE TO GET

OFF THE DIME, AS A SYSTEM, AND NOT JUST ONE PIECE OF THE SYSTEM AND TILTING IT, SAYING YOU'RE NOT GOING TO DO THIS OR YOU'RE GOING TO DO THAT. WE NEED TO HAVE AN ENTIRE CONVERSATION AND I KNOW YOU'VE BEEN HAVING THOSE CONVERSATIONS IN DIFFERENT PLACES BUT THAT NUMBER IS REAL RIGHT NOW. THAT'S THE THING I HAVE THE RESPONSIBILITY OF. I'M NOT RESPONSIBLE FOR THE OTHER PIECES, JUST THE MONEY THAT FUNDS THE STRATEGIES THAT YOU'RE TALKING ABOUT, SO THAT'S WHAT I'M CONCERNED ABOUT.

Mr. Taylor: JUST TO DRIVE IT HOME. EARLIER ERICA TALKED ABOUT THE 33,000 RECOG PEOPLE THAT COME THROUGH EACH YEAR. THAT IS A SYSTEM DIALOGUE ABOUT HOW DO WE WORK WITH THAT POPULATION AND WHO OF THAT, THAT HAVE NOT BEEN FOUND GUILTY YET. --

Vice-Chair Smith: THE PRE-TRIAL FOLKS?

Mr. Taylor: YES. SO, EACH OF THOSE ARE A SYSTEM DIALOGUE ABOUT, NO, THAT'S NOT WHO WE WANT THERE. THAT'S THE CONVERSATION THE SYSTEM NEEDS TO HAVE. NO ONE LEVER CAN ADJUST THAT.

Vice-Chair Smith: WHEN WE START TALKING ABOUT THOSE NUMBERS AND THEN I GO INTO THIS WHOLE THING ABOUT CORRECTIONS HEALTH. WE HAVE FOLKS IN JAIL THAT SHOULDN'T BE IN JAIL ON PRE-TRIAL AND WE'RE NOT GETTING OUR MONEY BACK WHO ARE ALSO OFFERING THEM HEALTHCARE SO WE HAVE TO PAY FOR THE JAIL BEDS AND THEIR HEALTHCARE, TOO, SO IT IS A REALLY, REALLY, YOU KNOW, CATCH-22. WE HAVE A LOT OF THINGS CONNECTED TO THE JAIL BEDS COSTING US MONEY AND IT'S NOT JUST ONE-SIDED.

Mr. Taylor: YES, YES.

Chair Kafoury: COMMISSIONER MCKEEL, DO YOU HAVE A QUESTION?

>> YES I DO.

Commissioner McKeel; YOU'RE DO GREAT WORK. YES, YOU ARE. [LAUGHTER] SO, MY QUESTION HAS TO DO WITH BACK WHEN YOU WERE AT THE 600 BEDS OR WHATEVER THAT NUMBER WAS AND YOU MADE THAT DECISION TO REDUCE JAIL BED NUMBERS AND YOU STARTED DOWN THAT PATH, WHAT'S THE LENGTH OF TIME THAT ELAPSED BEFORE YOU SAW REAL CHANGE IN THAT?

Mr. Taylor: SO, WE DID THAT VERY WELL. SO, WE DID TRAINING, WE DID UNIT-BY-UNIT, WE DID ALL SORTS OF WORK-UP ON IT. ONCE WE PULL THE LEVER, IT HAPPENS IMMEDIATELY. SO IT'S HOW LONG IT TAKES US TO GET THE WORD OUT TO ALL OUR OFFICERS, IMPOSE THE LIMITATIONS AT THE SUPERVISOR

LEVEL AND WE HAVE SOME PEOPLE -- WE HAVEN'T TALKED ABOUT DR. LATESSA, DR. MARLOW, THEY LOOK AT AN EVIDENCE-BASED RESPONSE TO CERTAIN BEHAVIOR SO WE WOULD ENGAGE THEM IN LOOKING AT -- 20 YEARS AGO, I HELPED BUILD THE CURRENT SANCTION STRUCTURE. THE CURRENT WORLD, WE KNOW A LOT MORE ABOUT WHY WE SHOULD DO THIS, WHY WE SHOULD DO THAT. SO, IF YOU'RE LOOKING FOR A SPECIFIC, HOW LONG WOULD IT TAKE YOU TEE TO PUT THAT TOGETHER QUALITY IMPLICATION, I WOULD SAY MAYBE 60 DAYS. IF YOU WANTED IT IMMEDIATELY, I CAN PULL LEVERS IMMEDIATELY. THAT ONE TOOK US THREE TO FOUR MONTHS BECAUSE NOBODY HAD HAD THAT CONVERSATION BEFORE. WE WERE CHANGING SACRED STUFF.

Commissioner McKeel: YEAH, NO, UNDERSTAND. AND, MY OTHER QUESTION IS, HOW CONFIDENT DO WE FEEL IN THAT STATE FUNDING FOR THE JUSTICE REINVESTMENT? BECAUSE I KNOW IT WAS CUT -- [LAUGHTER] A LITTLE BIT THIS YEAR -- I MEAN, I THINK IT'S A WONDERFUL IDEA AND PROGRAM AND THEN THE STATE CUT IT A BIT THIS YEAR.

Mr. Taylor: HOW CONFIDENT? [LAUGHTER]

Commissioner McKeel: MAYBE THAT'S NOT THE RIGHT QUESTION [LAUGHTER]

Mr. Taylor: I'M ONE OF THE OPTIMISTS. I BELIEVE WE'RE GOING TO BE IN A POSITION WHERE THE COUNTY'S HAD A BIG ENOUGH EFFECT WHERE YOU HAVE TO HAVE A CONVERSATION ABOUT IT. WHEN THAT BUS SHOWS UP, THAT'S ALL THE CONVERSATION IS. YOU'RE GOING TO SPEND THE MONEY. WHEN THE REALITY HITS, THE QUESTION WILL BE, DOWN THE ROAD FOR US, WHAT'S THE RIGHT AMOUNT, AS A LEGISLATOR -- AND SOME OF YOU HAVE HAD THIS OPPORTUNITY -- AS A LEGISLATOR, WHAT ARE YOU MEASURING ME AGAINST. WE DIDN'T OPEN TWO RIVERS OR YOU DIDN'T OPEN JUNCTION CITY? AT SOME POINT, I FEAR, WE'LL END UP IN A CONVERSATION ABOUT WHAT IS IT WORTH TO KEEP DOING THIS? AND THAT WILL BE THE -- WHAT'S THE SIZE OF THE POT? I PERSONALLY FEEL WE ARE VERY GOOD RIGHT NOW. ROD IS DOING A GREAT JOB AND CAN GIVE YOU MORE ON WHAT HE'S TAKEN CARE OF. BUT WHEN WE LOOK AT THAT AND THE SHORT-TERM TRANSITIONAL LEAVE, I'M CONFIDENT WE CAN HOLD TWO RIVERS AND THAT WOULD BE A DISCUSSION POINT ABOUT WHAT WOULD THAT COST IF YOU HAD TO OPEN THAT TOMORROW?

Commissioner Shiprack: MADAM CHAIR, I THINK THIS LINE OF DISCUSSION IS VERY HELPFUL BECAUSE I THINK THAT HAVING VENTURED INTO THIS STREAM OF JUSTICE REINVESTMENT, IN A REALLY TRUE WAY, AS SCARY AS IT WAS -- THAT'S WHAT WE HEARD ABOUT THIS MORNING AND I REALLY LEARNED A LOT THIS MORNING, ESPECIALLY FROM THE PUBLIC DEFENDER'S PERSPECTIVE WHICH WAS BOY, IN THE OLD DAYS, WE WOULD NEVER HAVE HAD CONVERSATIONS. WE WOULD HAVE NEVER ALLOWED OUR CLIENTS TO HAVE

CONVERSATIONS WITH THERAPISTS PRE-TRIAL BUT NOW THAT WE UNDERSTAND THAT IT'S ONLY LIKE 1/10 OF CASES THAT GO TO TRIAL OR -- JUST A VERY SLIM NUMBER, WHY NOT? WHY ARE WE HAVING ALL OF OUR BEHAVIOR BE TARGETED FOR THIS VERY -- LIKE, MINIMAL OCCURRENCE WHEN WE CAN ACTUALLY DO A LOT BETTER SERVICE FOR OUR CLIENT BY HAVING THEM TALK TO A THERAPIST. THOSE KINDS OF REALIZATIONS JUST PUSH US FURTHER INTO THE REINVESTMENT STREAM AND I THINK ULTIMATELY THE QUESTION BECOMES, FOR THE LEGISLATURE, BECOMES CAN WE AFFORD TO STOP DOING THIS? AND I THINK THAT, YOU KNOW, AS WE PROGRESS FORWARD, AGAIN, INTO THIS REALLY SCARY AREA OF CHANGE, WHAT WE'RE DOING IS WE'RE DEMONSTRATING THAT IT CAN BE DONE.

THAT IT CAN BE DONE SAFELY AND THAT IT IS BOTH LESS EXPENSIVE AND MORE EFFECTIVE THAN BUSINESS AS USUAL BUT THESE ARE SACRED [INDISCERNIBLE] AND IT'S VERY DIFFICULT TO ACHIEVE CHANGE. I DO WANT TO COMMENT ABOUT A COUPLE OF THINGS THAT YOU'VE MENTIONED. ONE IS, ALL OF YOUR WORK WITH VICTIMS NOTIFICATION AND THAT REALLY IS A SIDE OF THE PUBLIC SAFETY SYSTEM THAT WE HAVEN'T PAID MUCH ATTENTION TO AND IT'S REALLY DESERVING OF ATTENTION AND I THINK IT'S A FANTASTIC AREA THAT YOUR OFFICE HAS GOTTEN ENGAGED WITH. I THINK THAT YOUR CONTRACTING OUT INTO THE COMMUNITIES IS A WAY TO CREATE A REALLY AUTHENTIC COMMUNITY ENGAGEMENT THAT IS GOING TO HELP US REDUCE THE RACIAL AND ETHNIC DISPARITY IN OUR SYSTEM. IT SHOWS NOT JUST A GOOD FAITH OF THE SYSTEM, BUT IT ALSO REALLY ENGAGES WITH COMMUNITIES THAT ARE OVERREPRESENTED CURRENTLY IN THE JAIL. SO, THIS IS TREMENDOUSLY GOOD WORK. I WISH THAT WE COULD GET THE LEGISLATURES ACCOUNTING PROCESS TO LINE UP SO THAT WE DON'T GET WHIP SIDE BACK AND FORTH ON WHAT IS THE DIFFERENCE BETWEEN COST AVOIDANCE AND COST SAVINGS BECAUSE AT SOME POINT, EVEN THOUGH I THINK WE'RE MOTORING ON BEYOND THAT, BUT AT SOME POINT, THAT'S THE KIND OF CONVERSATION THAT REALLY IS JUST FRIGHTENINGLY UNPRODUCTIVE.

Mr. Taylor: I AGREE WITH YOU. AND I'VE OFFERED, OF COURSE, BUT I WOULD - - BUT I THINK THAT FOLKS LIKE YOU, WHO HAVE ACTUALLY FACED THOSE FEW THINGS THAT ARE NOT OPTION IN SPENDING MONEY, YOU WILL SPEND THIS MONEY, THERE'S SOME DENIAL DOWN THERE IN CERTAIN QUARTERS THAT NEEDS TO BE ADDRESSED DIRECTLY ABOUT YOU'RE GOING TO WRITE A CHECK. CHECK.

Commissioner Shiprack: YOU KNOW, WE HAD THAT CONVERSATION AS WELL THIS MORNING AND I AM KIND OF PERKED UP TO IT BECAUSE OF ALL OF OUR CONVERSATIONS ABOUT THIS PAY FOR SUCCESS OR SOCIAL IMPACT BONDING WHICH IS THIS VARY AREA, WHICH IS WHEN YOU WANT TO FINANCE A CHANGE, WHEN YOU KNOW THAT THE EVIDENCE SAYS THAT IT'S TIME TO MAKE A CHANGE, BUT YOU CAN'T JUST DROP THE SYSTEM THAT YOU'RE CURRENTLY OPERATING. THEN, YOU REALLY NEED TO FIND AN INFUSION

THAT ENABLES YOU TO MAKE THE TRANSITION FROM THE WAY YOU'VE ALWAYS DONE THINGS FROM WHICH YOU CAN SEE AND MEASURE AND IT'S NOT WORKING WELL FOR YOU, INTO THIS AREA OF NEW CHANGED BEHAVIOR. WHICH IN MANY WAYS, IS A METAPHOR FOR WHAT YOU'RE DOING WITH YOUR OFFENDERS. YOU HAVE TO CONVINCE THEM THAT THEY HAVE TO CHANGE THEIR BEHAVIOR AND YOU GET A LOT OF RESISTANCE FROM THAT, WITH THEM FROM THAT BECAUSE THAT'S THE WAY THEY'VE ALWAYS DONE THINGS. THE WAY WE MIRROR THAT ATTITUDE WITH OUR SPENDING DECISIONS AND THE PUBLIC SAFETY SYSTEM, THE MORE CONCERNED I GET ABOUT HOW CAN WE CHANGE OURSELVES IF WE DON'T CHANGE OUR BEHAVIOR? HOW CAN WE ASK THEM TO CHANGE THEIR BEHAVIOR IF WE'RE NOT WILLING TO LOOK AT THE EVIDENCE AND CHANGE OUR OWN. YOU ARE PROVIDING A GREAT EXAMPLE OF THIS IS A REALLY EFFECTIVE ONE IN THE RESULTS YOU'RE CURRENTLY GETTING.

Mr.Taylor: OKAY. I'M READY TO MOVE. [LAUGHTER]

Mr. Neal: SO, THESE ARE THE JUVENILE SERVICES. SERVICE TRENDS. THE BOTTOM DARK BLUE LINES SHOWS NOW A DIFFERENT NUMBER, THIS IS RECIDIVISM RATE. THE DEFINITION OF RECIDIVISM, THIS IS THE STATE-WIDE DEFINITION THAT OYA GIVES US, THAT'S STAYED AT 28%, ALMOST 29%. THE TOP LIGHT BLUE LINE, SHOWING PERCENT OF YOUTH COMPLETING MONITORING AND APPEARING IN COURT. IT IS RUN BY VOLUNTEERS OF AMERICA. WE'RE RUNNING AT AN ALL-TIME HIGH OF 97.4% OF FOLKS ACTUALLY COMPLETING THEIR COMMUNITY MONITORING AND APPEARING IN COURT. THE MIDDLE GREEN LINE IS A PERCENT COMPLETING RESTITUTION. THIS IS PROJECT PAY BACK. SINCE 2011, IT'S GONE UP FROM 69% TO 84%. SOME OF THAT IS WORKING OUT ON A CREW AND THAT MONEY GETTING PAID BACK TO THE VICTIMS FOR THE LOSSES TO THEM, FROM THE CRIMES.

Mr.Taylor: SO, THESE ARE THE DETAILED NUMBERS. THIS IS -- VICTIM SERVICES IS IN THE DIRECTORS OFFICE. WE BROUGHT A PERSON OVER FROM JUVENILE THAT WILL DO A VARIETY OF OUR GRANT WORK. THERE'S SOME FUNDING OUT THERE THAT WASN'T AVAILABLE BEFORE AND WE WOULD LIKE TO SEE IF WE CAN'T MINE IN ON SOME OF THAT AND THEN WE LOOKED AT SOME OF OUR CONTRACTS THAT WEREN'T ACTUALLY BEING FULLY USED AND REDUCED SOME OF THAT. AND SOME OF THAT WAS INTERNAL STUFF, BACKGROUND INVESTIGATIONS, THINGS LIKE THAT.

Ms.Preutt: SO, WHAT'S IMPORTANT TO KNOW ABOUT THIS CHART IS WE HAVE ALREADY TALKED ABOUT THE HOUSE BILL 3194. WE ALSO WANTED TO HIGHLIGHT HERE THAT WE REALLOCATED \$660,000 FOR MENTAL HEALTH. WE REALLOCATED \$150,000 TO HOUSING AND ADDED ONE FTE, WHICH WAS DONE WITH ONE-TIME ONLY FUNDING.

Mr.Neals: FOR JUVENILE SERVICES, AGAIN, THE \$2 MILLION REDUCTION WAS DUE TO THE SANDROSES PROGRAM CLOSING IN 2011. WE ARE MAKING ADJUSTMENTS TO THE CAFE OPERATION. WE ARE NOT GOING TO BE RUNNING BREAKFAST ANYMORE. WE'RE GOING TO CONTINUE WITH LUNCH. WE ALSO ARE GOING TO CONTINUE WITH OUR CULINARY ARTS PROGRAM AND CONTINUE WITH THE CATERING PROGRAM. WE HAD 183,000 REDUCTION IN TREATMENT. ONE INVOLVING SEX OFFENDER AND INTERCEPT PROGRAM. THIS WAS ABOUT RESIZING THE BUDGET TO FIT THE NUMBER OF YOUTH SERVED SO WE ANTICIPATE WE WILL CONTINUE TO SERVE THE NUMBER OF YOUTH THAT WE WERE ABLE TO SERVE. WE NEED TO MAKE SURE THE BUDGET FITS THE ACTUAL NUMBER OF FOLKS. RESOLUTIONS NORTHWEST WAS ONE-TIME ONLY, RECOMMENDED TO THE CHAIR TO ADD \$114,000. THIS IS THE MEDIATION PROGRAM FOR -- HELP GET YOUTH WORK OUT THEIR ISSUES IN THE CLASSROOM. OUR CHI MENTORING, WE GOT CONTINUING -- WE HAD ONE-TIME ONLY FUNDING FOR THAT THIS CURRENT FISCAL YEAR AND WE WANTED TO ADOPT THAT INTO OUR \$223,000. THE COMMUNITY HEALING INITIATIVE HAS BEEN SUCCESSFUL AT DIVERTING YOUTH FROM CRIMINAL JUSTICE, WE HAVE BEEN WORKING WITH OUR PARTNERS AT PIC, LATINO NETWORK, NAYA AND POIC.

Vice-Chair Smith: MADAM CHAIR, I HAVE A QUESTION. HOW MANY KIDS ARE WE SERVING WITH THAT \$223,000? THOUSANDS?

Mr. Neals: I WILL HAVE TO ASK ONE OF MY JUVENILE FOLKS.

Vice-Chair Smith: CAN YOU COMPARE THAT TO THE NUMBER OF KIDS WE'RE SERVING IN THE HIGH-RISK?

Mr.Neals: WE CAN GET THAT FOR YOU.

Vice-Chair Smith: THEY'RE SEPARATE.

Joyce Resare: I'M THE BUSINESS MANAGER WITH COMMUNITY JUSTICE. THE CHI MENTORING IS ACTUALLY MENTORS WITHIN THE CHI PROGRAM AT POIC AND LATINO NETWORK, SO THEY ARE ON IN THE SAME.

Vice-Chair Smith: THEY'RE THE SAME PROGRAM? WHY CAN'T WE EXPAND THE ORIGINAL PROGRAM INSTEAD OF PUTTING THIS SECOND PIECE IN THAT WAS FOR ONE-TIME ONLY.

Joyce Resare: THIS CURRENT YEAR, IT WAS A ONE-TIME ONLY PIECE AND SO THIS IS JUST BASICALLY CONTINUING THAT, AS ONGOING.

Vice-Chair Smith: SO WHAT I'M ASKING YOU IS, WE HAVE GANG PREVENTION DOLLARS NOW IN THE ORIGINAL PROGRAM AND THAT'S SEPARATE -- THAT'S \$1 MILLION WITH THAT PROGRAM, ORIGINAL PROGRAM. LAST YEAR, WE GOT

ONE-TIME ONLY MONEY FOR \$223,000 AND THIS IS THE NEW -- YOU SAID YOU WERE GOING TO WORK WITH A YOUNGER SET OF KIDS WITH THIS NEW MONEY SO I'M ASKING YOU WITH THIS NEW MONEY THAT WE HAD THIS PAST YEAR, HOW MANY KIDS ARE WE WORKING WITH?

Chair Kafoury: SHE'S TALKING ABOUT THE PRE-CHI.

Joyce Resare: THE MENTORING PROGRAM IS PART OF THE ORIGINAL -- IT'S AN ADDITION OR ENHANCEMENT TO THE ORIGINAL PROGRAM, WHICH IS STILL IN PLACE AND THEN IN ADDITION --

Vice-Chair Smith: YEAH.

Joyce Resare: THERE IS ANOTHER CHI THAT IS WORKING WITH A POPULATION THAT I BELIEVE IS NOT IN OUR SYSTEM YET. TRACY IS IN OUR AUDIENCE --

Vice-Chair Smith: I THINK THAT'S WHAT I'M TRYING TO ASK ABOUT. THE \$223,000 ON EXPANSION SHOULD HAVE BEEN PART OF THE EXPANSION OF THE FIRST PROGRAM BUT I'M INTERESTED IN THE NEW PROGRAM THAT WAS STARTED, HOW MANY KIDS WE SERVED WITH THOSE DOLLARS? I THOUGHT THIS WAS THE YOUNGER KIDS?

Joyce Resare: I DON'T BELIEVE IT IS BUT WE CAN LOOK INTO IT AND GET YOU THAT INFORMATION.

Vice-Chair Smith: OKAY.

Mr. Taylor: WHEN WE BUILT THIS BUDGET AND WITH THE EFFORT TO DO THE 2%, WE HAD A VERY ENGAGED DEPARTMENT AND THEY HAD TO DO A VARIETY OF THINGS TO TALK ABOUT, WELL, WHAT WOULD WE LIKE TO DO THAT WE SEE IN THE FUTURE AND WHAT IS IT WE WOULD ADJUST AND QUIT DOING. SO WHAT YOU SEE IN FRONT OF YOU IS A VARIETY OF THE PLACES WHERE WE MADE SOME CHANGES, WE MADE SOME CUTS AND SOME OF THESE ENDED UP COMING BACK AND WHAT DID WE END UP WITH. THIS SLIDE IS THAT SLIDE SO IT TALKS ABOUT THE OTHER FUNDS. IT TALKS ABOUT WHAT WAS RESTORED, WHAT'S ONE-TIME ONLY. THESE ARE THINGS THAT ARE INTERNALLY, THEY ARE ADJUSTMENTS WE WILL MAKE IN OUR ONGOING BUDGET. AND, I THINK WE'RE ABOUT DONE. THE LEGISLATIVE IMPACTS, WE'LL TALKED ABOUT JUSTICE REINVESTMENTS. THIS WILL BE DETERMINED ON WHAT OTHER STATE ISSUES THERE ARE. MOST OF THESE ARE THINGS WHERE WE ARE PROVIDING SOME PRETTY DIRECT SERVICES FOR THE STATE AND THEY'RE GETTING A FAIRLY GOOD BARGAIN, PARTICULARLY IN MULTNOMAH COUNTY ON LEVERAGING OPPORTUNITIES. WE THINK THIS WILL CHANGE A VARIETY OF THE CULTURES IF IT CONTINUES AT ITS CURRENT RATE. MULTNOMAH COUNTY IS ON TURBO OR STEROIDS. WE HAVE FEDERAL GRANTS, THE VICTIMS NETWORK AND THEN SOME OF THE WORK OUT OF THE

BUREAU OF JUSTICE ASSISTANCE IS OFFERING UP MORE AND MORE LOCAL OPPORTUNITIES TO ENGAGE IN TRYING TO WORK WITH PEOPLE AS THEY FOCUS ON MOVING PEOPLE OUT OF PRISON AT THE STATE AND FEDERAL LEVEL. TITLE 4-A, WE CONTINUE TO CLAIM ON TITLE 4-E AND WE USE IF FOR STAFF FOR OUR YOUTH VILLAGES BEDS AND SOME SHELTER BEDS.

Mr.Taylor: WHAT HAS HAPPENED IS BECAUSE IT HAS BECOME A STATE-WIDE -- ALL OF MY PEERS IN OTHER COUNTRIES ARE ALSO DOING IT -- WE ARE HAVING A CONSIDERABLE BURDEN DOWN AT THE STATE DEPARTMENT OF HUMAN SERVICES AND WORKING THROUGH OUR CLAIMS. THAT'S WHERE OUR GREATEST BACKLOG IS. BUT WE FEEL GOOD ABOUT IT. IT HAS TRIGGERED A SOMEWHAT SIMILAR THING ON THE ADULT SIDE. MCARTHUR, THEY WILL GOING BACK TO CHICAGO TO TALK ABOUT THAT AND ERICA WILL BE JOINING THAT CREW TO PARTICIPATE IN THAT DISCUSSION. SO, IN SUMMARY, WE'RE GOING TO CONTINUE TO INCREASE THE WRAP-AROUND SERVICES, HOUSING, TREATMENT, MENTORS. WE'VE BEEN HAVING SOME CONVERSATIONS WITH THE HEALTH DEPARTMENT ABOUT COMMUNITY HEALTH WORKERS AND THEIR GREATER COMMUNITY ENGAGEMENT AND HOW WE MIGHT USE THEM AND SOME OF THAT OUTREACH ENGAGEMENT. AND WE KNOW THAT SOME OF OUR LOCAL FOLKS CAN PROVIDE SOME GOOD SERVICES. AND THAT EXPANDS CULTURALLY-SPECIFIC PROGRAMMING. WE HAVE AN OVERREPRESENTATION AND I DON'T THINK ALL OF OUR PROGRAMS ARE AS SENSITIVE OR AWARE OR DEFINED AS THEY SHOULD BE IN WORKING WITH SOME OF THAT POPULATIONS SO -- ERICA'S WORKING WITH OUR 18 TO 25-YEAR-OLDS. SOME OF OUR GANG MEMBERS. WE'RE DOING SOME NEW THINGS WITH SOME WOMEN. WE'RE GOING TO SEE AND WE CAN'T SEE SOME IMPACT. WE KNOW WE'RE MOVING EAST. OUR POPULATION CONTINUES TO MOVE EAST. WE TALKED ABOUT TRYING TO CONNECT TO OUR CLIENTS IN THE COMMUNITY.

Mr.Taylor: ONE OF THE ADVANTAGES OF SOME OF OUR MOVEMENT IS OUR OFFICERS ARE GETTING ENERGIZED AND CREATIVE ABOUT HOW TO WORK IN THE COMMUNITY MORE SO WE'RE SEEING MORE OF THAT. TREATMENT READINESS. WE WANT TO THANK THE SHERIFF AND OTHERS WHO HAVE WORKED WITH US ON THAT TREATMENT READINESS. WE THINK IF WE DO THAT RIGHT, WE'LL HAVE A SIGNIFICANT INCREASE OF PEOPLE WHO COMPLETE TREATMENT AND SENDING THE RIGHT PEOPLE THERE. I'M SURE, IF WE HAD A FEW MORE HOURS, WE WOULD TALK ABOUT THE DIFFERENCE BETWEEN WORKING WITH ADDICTS AND WORKERS WITH ABUSERS AND THEY ARE VERY DIFFERENT RESPONSES AND VERY DIFFERENT CONVERSATIONS AND WE NEED THE SOPHISTICATION TO HAVE RESPONSES FOR THOSE DIFFERENT ISSUES WE DEAL WITH AND THAT'S WHAT WE HOPE TO BE ABLE TO DO. AND NOW, I'M AT QUESTIONS.

Chair Faoury: QUESTIONS?

Vice-Chair Smith: MADAM CHAIR, I HAVE A QUESTION. SO, HOW MUCH DO WE HAVE IN TITLE 4-E REIMBURSEMENTS FROM THE STATE.

Mr.Taylor: WE LIVED IN TERROR THAT YOU WERE GOING TO ASK THAT.
[LAUGHTER]

Vice-Chair Smith: I KNOW YOU PREPPED FOR THIS.

Mr.Neal: FOR 2015, THE CLAIMING'S NOT COMPLETE, WE'RE EXPECTING CLOSE TO \$400,000.

Vice-Chair Smith: YOU'RE REINVESTING IT BACK INTO THE JUSTICE REINVESTMENT.

Mr.Neal: THIS IS JUVENILE, YES. SO, THE TITLE 4-E WAS WE BUDGETED \$800,000. WE WERE PROJECTING ABOUT HALF OF THAT AMOUNT. THE YEAR BEFORE THAT, THE REVENUES WERE ABOUT \$216,000.

Mr.Taylor: IT'S IN YOUTH VILLAGES, STAFF AND SHELTER HOUSING. SO THAT'S WHERE WE'RE SPENDING IT RIGHT NOW.

Vice-Chair Smith: I DON'T HAVE A PROBLEM WITH IT THIS YEAR. SEE, IT IS ALL GOOD. IT IS ALL GOOD. [LAUGHTER] I WANT TO COMMEND YOU FOR YOUR EFFORTS TO COMPLETE THE COUNTY'S RELATIVE RATE INDEX, AS PART OF THE MCARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE. IT LOOKS LIKE THE DATA DEMONSTRATED BY TRAUMA AND PAIN STRENGTHENS HOW WE IDENTIFY THE DATA SO I WANT TO SAY KUDOS TO YOU ALL. I SUPPORT WHAT YOU'RE DOING AND I THINK YOU'RE DOING AMAZING, AMAZING WORK. YOU'RE WORKING WITH SOME OF THE MOST CHALLENGING CONSTITUENCIES THAT WE HAVE. IT'S IMPORTANT THAT WE INTEGRATE THEM BACK INTO THE COMMUNITY SO WE DON'T HAVE TO DO IT ALL OVER AGAIN. IF WE DO IT RIGHT THE FIRST TIME, I THINK WE'LL HAVE A SUCCESSFUL GROUP THAT DOESN'T RECIDIVATE.

Chair Kafoury: ANY QUESTIONS OR COMMENTS? IF YOU HAVEN'T HAD ENOUGH, YOU CAN COME BACK TOMORROW AT 9:30 IN THE MORNING. [GAVEL]

ADJOURNMENT – 3:06 p.m.

[THESE MINUTES UTILIZE THE REAL-TIME TRANSCRIPT PRODUCED BY LNS CAPTIONING AND MAY INCLUDE ERRORS DUE TO MISHEARING, TECHNICAL DIFFICULTIES AND/OR THE STENOGRAPHY SOFTWARE.]

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