

*Justice System &  
Public Safety Services Issue  
Scope Of Work*



*Hugo Justice System &  
Public Safety Services Exploratory Committee*

**Hugo Neighborhood Association & Historical Society**

**Draft July 18, 2013**

# *Justice System & Public Safety Services Issue Scope Of Work*

## Outline

### INTRODUCTION

- I. ALPHA DESIGNATIONS FOR EDUCATIONAL BROCHURES
- II. HNA&HS (HNA) EDUCATIONAL BROCHURES
  - A. Hugo Justice System Exploratory Committee
  - B. HNA&HS Constitution
  - C. All Voters & Votes Are Legitimate
- III. EXPLORATORY COMMITTEE EDUCATIONAL BROCHURES
  - A. Issue (I)
    - 1. Justice System Public Safety Service Issue
    - 2. Educational Brochures
  - B. Potential Research Projects (RP)
    - 1. Potential Research Projects
  - C. Analysis Method (AM)
    - 1. Analysis Method
  - D. Facts (F)
    - 1. JO CO Justice System & Public Safety Services (JS&PSS)
      - a) County Jail
      - b) Juvenile Justice Center
      - c) District Attorney's Office
      - d) Court Services
      - e) Animal Protection
      - f) Rural Patrols
      - g) Criminal Investigations
      - h) Sheriff's Office Support Services
      - i) JS&PSS: 2012 - 2013
      - j) JS&PSS: 2014
    - 2. JS&PSS Funding History: 2000 - 2012
    - 3. JS&PSS Staff History: 2000 - 2012

4. Josephine County (JO CO) JS&PSS Proposals
    - a) JO CO JS&PSS Proposals: 2012 - 2013 (6 measures/proposals?)
    - b) May 2012 JO CO-wide Measure 17 - 43, Criminal Justice System Operations Four Year Local Option Tax
    - c) May 2013 JO CO-wide Measure 17 - 49, Criminal Justice and Public Safety Three Year Local Option Tax
  5. JO CO Voter Registration & Voting Patterns
    - a) Voter Response To 2012 Measure 17 - 43 JS&PSS Proposal
    - b) Voter Response To 2013 Measure 17 - 49 JS&PSS Proposal
  6. Citizen's Write
    - a) Citizen's Write About JS&PSS Issue
    - b) JS&PSS Issue Coverage By *The Grants Pass Daily Courier*
    - c) JS&PSS Issue Coverage By *The Oregonian*
    - d) Government Budget Issue By California Newspapers
  7. First Amendment Coverage By *The Daily Courier*
  8. JO CO Demographics
    - a) JO CO Employment
    - b) JO CO Unemployment Rate
    - c) JO CO Culture Of Having OR's Lowest CO Tax Rate
  9. JO CO JS&PSS Budgets
    - a) JO CO JS&PSS Budget 2004 – 2005
    - b) JO CO JS&PSS Budget 2005 - 2006
    - c) JO CO JS&PSS Budget 2006 - 2007
    - d) JO CO JS&PSS Budget 2007 - 2008
    - e) JO CO JS&PSS Budget 2008 - 2009
    - f) JO CO JS&PSS Budget 2009 - 2010
    - g) JO CO JS&PSS Budget 2010 - 2011
    - h) JO CO JS&PSS Budget 2011 - 2012
    - i) JO CO JS&PSS Budget 2012 - 2013
    - j) JO CO JS&PSS Budget Proposed 2013 - 2014
  10. Tax Rates
    - a) City Of Grants Pass, Oregon Tax Rate
    - b) Josephine County, Oregon Tax Rate
    - c) Oregon State Tax Rate County-Wide
  11. Trust & Ownership By Citizens
  12. Crime
    - a) Josephine County, Oregon Crime
    - b) City of Grants Pass, Oregon Crime
- E. Standards & Authorities (SA)
1. Standards As Authorities - Legislation: Constitutions, Statutes, & Rules
  2. Standards: JS&PSS Historical, Comparison, & Actual or Average Costs

- F. Range of JS&PSS Alternatives/Proposals (i.e., levies, HB 3453, other)
  - 1. Alternative 1: No Action Alternative
  - 2. Alternative 2: 2012 JO CO-wide Measure 17 - 43 for Criminal Justice System Operations Tax
  - 3. Alternative 3: 2013 JO CO-wide Measure 17 - 49 for Criminal Justice and Public Safety Tax
  - 4. Alternative 4: Minimally Adequate Alternative
  - 5. Alternative 5: Modally Adequate Alternative
  - 6. Alternative 6: Declare Bankruptcy
  - 7. Alternative 7: House Bill (HB) 3453
  - 8. Alternative 8: 2014 JO CO-Wide Measure for JS&PSS Tax
  
- G. Analysis (A) of Proposed Levies, Implementation of Hb 3453, or Another Alternative Proposal
  - 1. JS&PSS Support Of Citizens
  - 2. JS&PSS Vision Of Voters
  - 3 Adequate Information & Analysis
    - a) Information Is Understood Or Not (e.g., defined services, identifies which PSS will be funded and how much, etc.)
    - b) Supporting Arguments Are Made Or Not
    - c) Standard(s) of Review
    - d) Applicable Evidence/Facts
    - e) Primary References and Sources of Information
    - f) Compliance With Standards Or Not
  
- H. Impacts of Range From Eight (8) JS&PSS Alternatives/Proposals
  - 1. Information Is Understood Or Not (e.g., identifies which PSS will be funded and how much, etc.)
    - a) Supporting Arguments Are Made Or Not
    - b) Standard(s) of Review
    - c) Applicable Evidence/Facts
    - d) Primary References and Sources of Information
  - 2. Compliance With Standards Or Not
  - 3 Summary Costs & Staff (½ costs under Alternative 7)
    - a) County Jail
    - b) Juvenile Justice Center
    - c) District Attorney's Office
    - d) Court Services
    - e) Animal Protection
    - f) Rural Patrols
    - g) Criminal Investigations
    - h) Sheriff's Office Support Services

- I. Elected Officials Listening
  - 1. Elected Officials Listening: Doubt It
  - 2. Elected Officials Listening: Absolutely
  
- J. The Rewards and Perils of Elected Officials
  - 1. Political Rewards Of Proactive Decision Making
  - 2. Political Risk Of New Taxes Without A Vote Of The Locals
  
- K. Security
  - 1. Government
  - 2. Private Business Security
  - 3. Neighborhood Group Security
  
- IV. RECOMMENDATIONS (R)
  - A. Brainstorming Solutions
  
  - B. Solutions/Recommendations
  
  - C. Outreach For Solutions/Recommendations
    - 1. Guest Opinions In The Daily Courier (TDC)
    - 2. Letters To The Editor In TDC
    - 3. Presentation To County Commissioners
    - 4. Web Published

## *Justice System & Public Safety Services Issue Scope Of Work*

### **INTRODUCTION**

#### **Josephine County (JO CO) Justice System (JS) & Public Safety Services (PSS) Tax Levies**

The 2012 expiration of federal funding in JO CO, used mostly for public safety services, resulted in JO CO proposing two tax levies as solutions. They both failed.

1. May 2012 JO CO-wide Measure 17 - 43, Criminal Justice System Operations Four Year Local Option Tax (i.e., \$1.99 per \$1,000 of assessed value), failed 57 - 43 percent.
2. May 2013 JO CO-wide Measure 17 - 49, Criminal Justice and Public Safety Three Year Local Option Tax (i.e., \$1.48 per \$1,000 of assessed value), failed 51 - 49 percent.

**According to *The Grants Pass Daily Courier***<sup>1</sup> Grants Pass precincts would have passed the 2013 tax 59 to 41 percent and the JO CO precincts would have turned down the tax 56 to 44 percent. Overall the voting citizens of JO

CO were about half and half in supporting and opposing the measure. Two example of rural precincts in the Hugo region are *Merlin* and *Lucky Queen*. The Merlin Precinct had 58 percent against and Lucky

*The Merlin Precinct had 58 percent against and Lucky Queen Precinct had 51 percent against Measure 17 - 49.*

Queen had 51 percent against (Merlin yes 209 / no 284; Lucky Queen yes 363 / no 383). Lucky Queen had the same percentages for and against as county-wide.

Many believe that the 2013 “nay” vote was not necessarily a vote of whether citizens supported the JS&PSS, but more a view of trusting government and a vote on the specific measure, including its unknowns.

**Hugo Neighborhood Association & Historical Society** The name of the association is the Hugo Neighborhood Association & Historical Society (*Hugo Neighborhood and/or “HUNAHS”*). The use of “HUNAHS” is a way to use the magic vowel ‘U’ in Hugo so we can have our own county-wide catchword. It is pronounced like you say Hugo, HU-NAHS.

The association is perpetual.

The *Hugo Neighborhood* had its roots in the Oregon Legislature’s 1973 Senate Bill 100 and birth as the Hugo Citizen Advisory Committee in January 1976. Seventeen years later in 1993 it became the Hugo Neighborhood Association, and in 2000 it reorganized into the Hugo Neighborhood Association & Historical Society. These three associations were the same evolving

---

<sup>1</sup> The Grants Pass Daily News. June 6, 2013. *City Backed, County Opposed Safety Levy*. Front Page. Grants Pass, OR.

organization with the primary purpose of monitoring land use applications to assure local land laws were correctly applied. The *Hugo Neighborhood* is a land use association with a vital interest in the history of its land and people as so reflected in its 2000 evolution into a neighborhood association with its two primary missions of land use and history.

The *Hugo Neighborhood's* membership and geographical interests are focused on the Hugo area, but its land use concerns are county and statewide. Its history interests are local, but their context can be county, state, and nationwide.

The purposes of the association is to protect Hugo's rural quality of life by promoting an informed citizenry in decision-making. The *Hugo Neighborhood* is a nonprofit charitable and educational organization with a land use and history mission promoting the social welfare of its neighbors by working to promote Oregon Statewide Goal 1 — Citizen Involvement, and by preserving, protecting, and enhancing the livability and economic viability of its farms, forests, and rural neighbors. Its mission follows.

- Land Use • *Promote Citizen Involvement (Oregon Statewide Goal 1)*
- *Promote Education*
- *Protect Our Farms and Forests (Oregon Statewide Goals 3 & 4)*
- *Protect Our Community's Rural Quality of Life*
  
- History • *Preserve Our Local History* (preserving, documenting, promoting & interpreting)
- *Promote Education*

This nonprofit charitable and educational organization encourages free admission to *Hugo Neighborhood* sponsored events and donations to support its activities.

The Hugo Neighborhood is non-political and will not be involved in politics in the sense of lobbying for the outcome of a public vote of the issues or officials to be elected.

***Justice System Exploratory Committee Established*** On June 17, 2013 the Board of the HNA&HS passed on a 3 - 0 vote the establishment of the *Justice System and Public Safety*

***The Exploratory Committee is NOT to conclude there is a right or wrong answer nor to recommend how citizens should vote.***

*Services Exploratory Committee.* The mission of the committee is to independently research the JO CO JS&PSS issue and publicly provide its analysis through web page publications. Its proposed mission is limited to educating its members the best it can and sharing this

information publicly. The HNA&HS believes in the sanctity of freedom of speech and the right to vote.

The HNA&HS also believes there is a high probability for another JS&PSS levy to be on a future ballot, probably 2014. It believes this is reasonable as adequate public safety services are needed, even though the form and the cost are a potential concern.

*Exploratory Committee's Structure* The *Exploratory Committee* is a small informal nonprofit charitable and educational organization. Part of its purpose is to independently investigate the issue. Independent does not mean ignoring the valuable information and perspectives that the public and consultant resources can provide.

Members of the *Committee* are responsible for its health and well being. A qualification of potential members is that they be advocates for the *Exploratory Committee's* mission. Existing members have the authority to independently investigate, solicit, and champion new members to the *Committee*.

***The first job of the Hugo Justice System Exploratory Committee is to define a potential list of analysis issues.***

*Analysis Issues* The first job of the *Hugo Justice System Exploratory Committee* is to define a potential list of issues for analysis (this scope of work). This first list will be refined and evolve as the committee moves forward with its work.

*Outreach* Information gathered will be made available to others for their own evaluation.

*Mission* Big picture ideas for the exploratory effort include the following.

1. Identifying the JS&PSS issue.
2. Identifying the JS&PSS sub-issues for research and analysis.
3. Identifying a range in level of services
4. Identifying a range of costs for services.
5. Identifying revenues for services.

The ultimate goal is an adequate justice system and public safety services. Is it possible to have a higher level of service for a lower cost? The purpose of the *Exploratory Committee* is to gather information adequate enough to understand the JS&PSS issues. This includes educational outreach efforts.

*Exploratory Committee's Purpose Is Not Overtly Political* The *Exploratory Committee's* purpose is limited to investigating, researching, and evaluating the JS&PSS issues. It will not make evaluations of legislative proposals as to "right or wrong", nor make recommendations on how to vote.



The contents of the educational brochures are expressions of the opinions and beliefs of those that contribute based on their thoughts and experiences. Hopefully, their efforts will assist the public toward informed decision-making.

*Exploratory Committee Process For Decision-Making* What is the actual process for the Exploratory Committee's selecting, researching, and web publishing JS&PSS issue papers and educational brochures? For instance, do the members of the Exploratory Committee "vote" (after discussion on individual suggestions/conclusions) in order to present a unified position statement, or to decide which issues are worthy of further research?

Members of the *Exploratory Committee* would not vote on whether JS&PSS issues would be documented in reports or educational brochures. The lead volunteer investigator for a topic, report, brochure would research and document, other EC members might comment, or pass on being involved. The mission of self-education would be accomplished on the volunteer member's schedule without rigid deadlines. The *Exploratory Committee's* goal is consensus, but it could support a majority view without a vote. Consensus is expected as all minority views can be expressed, just as the consensus and majority views in a web published paper or educational brochure. In some cases the *Exploratory Committee's* published information may look in conflict with each other, but it is in fact probably reflecting the different views of citizens (i.e., pros and cons research and web publishing is encouraged).

*In some cases the Exploratory Committee's published information may look in conflict with each other, but it is in fact probably reflecting the different views of citizens.*

Like many volunteer organizations, the job is what folks volunteer for. One objective **not** proposed for the *Exploratory Committee* is for it to recommend how the citizens should vote on any new ballot pertaining to the issue. The *Exploratory Committee's* purpose is limited to investigating and researching the JS&PSS issues. It will not make right or wrong evaluations of a legislative proposal, nor make recommendations on how to vote.

However, the *Exploratory Committee* is encouraged to evaluate the effectiveness of understanding what is being proposed (i.e., proposed levies, HB 3453, other alternatives). For example, how effective was the 2013 JO CO-wide Measure 17 - 49 for Criminal Justice and Public Safety Tax when the measure as written did not inform the reader as to whether any public safety services would even be funded, nor how much they would be funded?

All members of the *Committee* would be responsible for its health and well being. The only qualification of potential members is that they be advocates for the *Exploratory Committee's* mission and the purposes for which it was formed. Existing members of the committee would have the authority to independently investigate, solicit, and champion new members to the committee, including the expertise of consultant experts, as well as analyzing and publishing their results without approval of the *Hugo Neighborhood*.

## **I. DESIGNATIONS FOR EDUCATIONAL BROCHURES**

Educational brochures are authored by the Hugo Neighborhood Association & Historical Society (HNA&HS) or the Hugo Justice System and Public Safety Services Exploratory Committee (*Exploratory Committee*). The first breakdown for brochure serial numbers are the chapter's 1<sup>st</sup> order roman numeral heading (I) and 2<sup>nd</sup> order upper case alphabet letter sub-section heading (I.A). Further breakdowns are the 3<sup>rd</sup> order numerical heading (I.A.1) and 4<sup>th</sup> order lower alphabet case heading (I.A.1.a)). In summary, the educational brochures' identification numbers are the outline order headings where the material is addressed.

The alpha designations for topics follow.

HNA	Hugo Neighborhood Association (HNA&HS)
I	Issue
RP	Research Projects
AM	Analysis Method
F	Facts
SA	Standards & Authorities
A	Analysis
R	Recommendations

## **II. HNA&HS (HNA) EDUCATIONAL BROCHURES (abbreviated Br.)**

Br. II.A	Hugo Justice System Exploratory Committee
Br. II.B	HNA&HS Constitution
Br. II.C	All Voters & Votes Are Legitimate

## **III. EXPLORATORY COMMITTEE EDUCATIONAL BROCHURES**

### **A. Issue (I)**

Br. III.A.1	Justice System Public Safety Service Issue
Br. III.A.2	Educational Brochures

### **B. Potential Research Projects (RP)**

Br. III.B.1	Potential Research Projects
-------------	-----------------------------

### **C. Analysis Method (AM)**

Br. III.C.1	Analysis Method
-------------	-----------------

**D. Facts (F)**

1. Br. III.D.1 JO CO Justice System & Public Safety Services (JS&PSS)
  - Br. III.D.1.1 County Jail
  - Br. III.D.1.2 Juvenile Justice Center
  - Br. III.D.1.3 District Attorney's Office
  - Br. III.D.1.4 Court Services
  - Br. III.D.1.5 Animal Protection
  - Br. III.D.1.6 Rural Patrols
  - Br. III.D.1.7 Criminal Investigations
  - Br. III.D.1.8 Sheriff's Office Support Services
  - Br. III.D.1.9 JS&PSS: 2012 - 2013
  - Br. III.D.1.10 JS&PSS: 2014
2. Br. III.D.2 Justice System & Public Safety Services Funding History: 2000 - 2012
3. Br. III.D.3 Justice System & Public Safety Services Staff History: 2000 - 2012
4. Br. III.D.4 Josephine County (JO CO) JS&PSS Proposals
  - Br. III.D.4.1 JO CO JS&PSS Proposals: 2012 - 2013
  - Br. III.D.4.2 May 2012 JO CO-wide Measure 17 - 43, Criminal Justice System Operations Four Year Local Option Tax
  - Br. III.D.4.3 May 2013 JO CO-wide Measure 17 - 49, Criminal Justice and Public Safety Three Year Local Option Tax
5. Br. III.D.5. JO CO Voter Registration & Voting Patterns
  - Br. III.D.5.1 Voter Response To JS&PSS Proposals
  - Br. III.D.5.2 Voter Response To 2012 Measure 17 - 43 JS&PSS Proposal
  - Br. III.D.5.3 Voter Response To 2013 Measure 17 - 49 JS&PSS Proposal
6. Br. III.D.6 Citizen's Write
  - Br. III.D.6.1.1 Citizen's Write About JS&PSS Issue
  - Br. III.D.6.1.2 Citizen's Write About JS&PSS Issue: June 2013
  - Br. III.D.6.2.1 JS&PSS Issue Coverage By *The Grants Pass Daily Courier*
  - Br. III.D.6.2.2 JS&PSS Issue Coverage By *The Daily Courier*: June 2013
  - Br. III.D.6.3 JS&PSS Issue Coverage By *The Oregonian*
  - Br. III.D.6.4 Government Budget Issue By California Newspapers
7. Br. III.D.7 First Amendment Coverage in TDC By *The Daily Courier*
8. Br. III.D.8 JO CO Demographics
  - Br. III.D.8.1 JO CO Employment
  - Br. III.D.8.2 JO CO Unemployment Rate

- Br. III.D.8.3 JO CO Culture Of Having OR's Lowest CO Tax Rate
9. Br. III.D.9 JO CO JS&PSS Budgets  
 Br. III.D.9.1 JO CO JS&PSS Budget 2004 – 2005  
 Br. III.D.9.2 JO CO JS&PSS Budget 2005 - 2006  
 Br. III.D.9.3 JO CO JS&PSS Budget 2006 - 2007  
 Br. III.D.9.4 JO CO JS&PSS Budget 2007 - 2008  
 Br. III.D.9.5 JO CO JS&PSS Budget 2008 - 2009  
 Br. III.D.9.6 JO CO JS&PSS Budget 2009 - 2010  
 Br. III.D.9.7 JO CO JS&PSS Budget 2010 - 2011  
 Br. III.D.9.8 JO CO JS&PSS Budget 2011 - 2012  
 Br. III.D.9.9 JO CO JS&PSS Budget 2012 - 2013  
 Br. III.D.9.10 JO CO JS&PSS Budget Proposed 2013 - 2014
10. Br. III.D.10 Tax Rates  
 Br. III.D.10.1 City Of Grants Pass, OR Tax Rate  
 Br. III.D.10.2.1 Josephine County, OR Net Taxable Rate, Including History Before And After Housing Bust  
 Br. III.D.10.2.2 Josephine County, OR Net Taxable Rate Adjusted
- Education: 3 Rivers School Dist, Rogue Comm College, S.O Ed. Serv. Dist
  - General Government
  - 4-H/Extension Service
  - Special Assessments OR Forestry Fire, TIMB
  - Special Assessments OR Forestry Fire, SURC
  - Water
  - Sewer
  - Fire Protection
- Br. III.D.10.3 Oregon State Tax Rate County-Wide
11. Br. III.D.11 Trust & Ownership By Citizens
12. Br. III.D.12 Oregon Definition Of Crime  
 Br. III.D.12.1 Josephine County, Oregon Crime  
 Br. III.D.12.2 City of Grants Pass, Oregon Crime
13. Br. III.D.13 JS&PSS Support Of Citizens
14. Br. III.D.14 JS&PSS Vision Of Voters  
 Including Come to JO CO: It Has Lowest CO Tax Rate In OR

- E. Br. III.E. Standards & Authorities (SA)**
  - 1. Br. III.E.1 Standards As Authorities - Legislation: Constitutions, Statutes, & Rules
    - Br. III.E.1.1 Standards As Authorities: US Constitution
    - Br. III.E.1.2 Standards As Authorities: US Bill of Rights
    - Br. III.E.1.3 Standards As Authorities: Oregon Constitution
    - Br. III.E.1.4 Standards As Authorities: JO CO Home Rule Charter
    - Br. III.E.1.5 Standards As Authorities: OR House Bill 3453, Including Definitions
  - 2. Br. III.E.2 Standards: JS&PSS Historical, Comparison, & Actual or Average Costs
    - Br. III.E.2.1 Standards: JS&PSS Historical Costs
    - Br. III.E.2.2 Standards: JS&PSS Comparison Costs
    - Br. III.E.2.3 Standards: JS&PSS Actual or Average Costs
- F. Br. III.F Range JS&PSS Planning Alternatives/Proposals**
  - Br. III.F.1 Alternative 1: No Action Alternative
  - Br. III.F.2 Alternative 2: 2012 JO CO-wide Measure 17 - 43 for Criminal Justice System Operations Tax
  - Br. III.F.3 Alternative 3: 2013 JO CO-wide Measure 17 - 49 for Criminal Justice and Public Safety Tax
  - Br. III.F.4 Alternative 4: Minimally Adequate Alternative
  - Br. III.F.5 Alternative 5: Modally Adequate Alternative
  - Br. III.F.6 Alternative 6: Declare Bankruptcy
  - Br. III.F.7 Alternative 7: House Bill (HB) 3453
  - Br. III.GF.8 Alternative 8: 2014 JO CO-Wide Measure for JS&PSS Tax
- G. Br. III.F. Analysis (A) of Alternatives: Proposed Levies, Implementation of HB 3453, or Another Alternative Proposal**
  - Br.III.G. Adequate Information & Analysis
    - Br.III.G.1 Information Is Understood Or Not (e.g., defined services, identifies which PSS will be funded and how much, etc.)
    - Br.III.G.2 Supporting Arguments Are Made Or Not
      - Br.III.G.2.1 Standard(s) of Review
      - Br.III.G.2.2 Applicable Evidence/Facts
      - Br.III.G.2.3 Primary References and Sources of Information
    - Br.III.G.3 Compliance With Standards Or Not

- H. Br. III.H Range Of Impacts From Eight (8) JS&PSS Alternatives/Proposals**
  - Br. III.H.1 Information Is Understood Or Not (i.e., identifies which PSS will be funded and how much)
    - Br. III.H.1.1 Supporting Arguments Are Made Or Not
    - Br. III.H.1.2 Standard(s) of Review
    - Br. III.H.1.3 Applicable Evidence/Facts
    - Br. III.H.1.4 Primary References and Sources of Information
  - Br. III.H.2 Summary Costs & Staff (½ costs under Alternative 7)
    - Br. III.H.2.1 County Jail
    - Br. III.H.2.2 Juvenile Justice Center
    - Br. III.H.2.3 District Attorney's Office
    - Br. III.H.2.4 Court Services
    - Br. III.H.2.5 Animal Protection
    - Br. III.H.2.6 Rural Patrols
    - Br. III.H.2.7 Criminal Investigations
    - A5.2.7 Sheriff's Office Support Services
  - A5.3 Compliance With Standards Or Not
- I. Br. III.I Elected Officials Listening**
  - Br. III.I.1 Elected Officials Listening: Doubt It
  - Br. III.I.2 Elected Officials Listening: Absolutely
- J. Br. III.J The Rewards and Perils of Elected Officials**
  - Br. III.J.1 Political Rewards Of Proactive Decision Making
  - Br. III.J.2 Political Risk Of New Taxes Without A Vote Of The Locals
- K. Br. III.K Security**
  - Br. III.K.1 Government Security
  - Br. III.K.2 Private Business Security
  - Br. III.K.3 Neighborhood Group Security

**IV. RECOMMENDATIONS (R)**

**A. Br. IV.A Brainstorming Solutions**

**B. Br. IV.B Solutions/Recommendations**

**C. Br. IV.C Outreach For Solutions/Recommendations**

Br. IV.C.1 Guest Opinions In The Daily Courier (TDC)

Br. IV.C.2 Letters To The Editor In TDC

Br. IV.C.3 Presentation To County Commissioners

Br. IV.C.4 Web Published