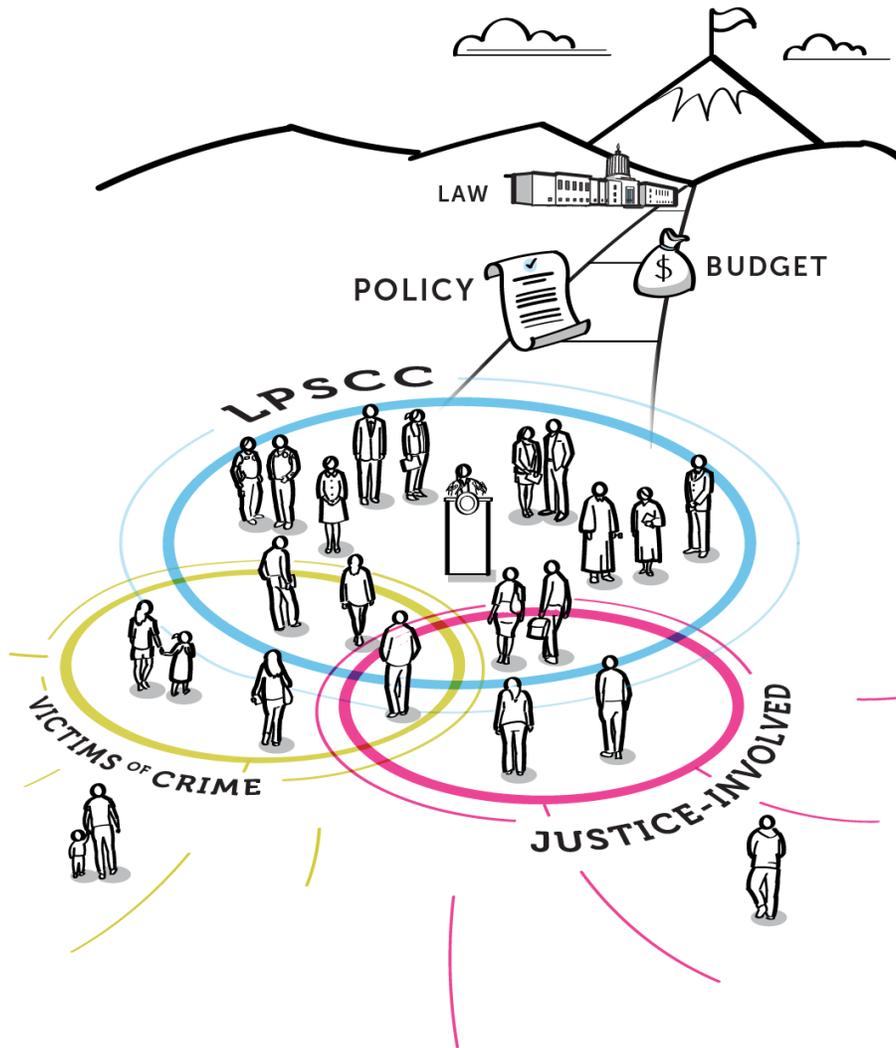


Stakeholder Voices: Supplemental Quotes

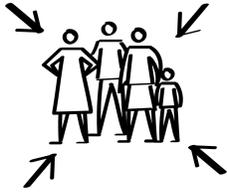


March 2022

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Themes in Participants' Stories



Start with Humanity

We must treat people with humanity—disrespectful and inhumane treatment escalates trauma.



Empower Communities to Lead

Resource localized solutions and culturally specific services to mitigate and transform harmful effects of systemic racism.



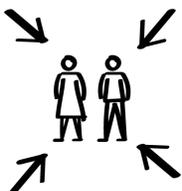
Evolve to a System of Restoration

Heal individuals and communities that have been harmed by the cycle of the criminal justice system through restorative approaches, policies, and programming. Change systems so they stop hurting people.



Decriminalize Behavioral Health Needs

Those facing mental illness or addiction need holistic support that does not rely on the criminal justice system.



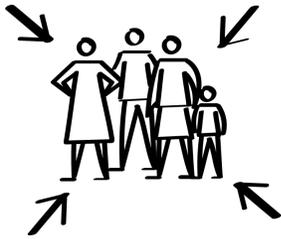
Engage and Uplift Our Youth

Youth issues need their own unique approach that keeps families intact; incarceration should not be an option.



Address Root Causes of Crime

Reducing crime starts with solving issues of poverty, houselessness, neighborhood safety, gun violence, lack of employment, and accessible healthcare.



Start with Humanity

We must treat people with humanity—disrespectful and inhumane treatment escalates trauma.

Stories recount humane treatment by good people

I didn't commit the crime I was accused of. I'm pretty sure my judge and everybody knows that, but it fell under certain federal guidelines. So, she had to give me time regardless. I had no points on the prison system or in a criminal grid or anything. I started out with zero never been in prison or in trouble, or any of those things. After they did my PSI [Pre-Sentence Investigation] and we went through this, fought this for two years, at the end of the day, my judge – she didn't want to give me time; she said this openly in court, but she had to give me – so she gave me the least amount of time possible under the circumstances.

–Justice involved—lived experience

I have been incarcerated once, and honestly, reentry for me was fine. The only difference is I came through COVID, and so that changed the course of everything. It felt like you were still in prison because you couldn't go nowhere, you couldn't support your family, you couldn't see your family, tragedy is still happening. And so, for me, I didn't really get a chance to experience what it would be like without COVID. So, in terms of dealing with the people, I feel like I had good support. My probation officer, he's amazing. He's awesome, awesome, awesome. I feel like I lucked out. I know there are some that are not understanding. I know there are some that are not cool at all. I lucked out with a really great one. So, for me, I didn't really experience a bad one. It just was horrible because it was COVID. So, we had to follow all the same restrictions, as if we were still in prison. And that went on for nine months. And so just imagine being locked in prison for almost two years and then get out and you're still basically locked in prison for another nine months. So that made it difficult. Going to prison, the worst thing that I experienced was what my children went through without their mom. For me, it was a full transformation of who I am, and just making better choices about people that I'm around, people that I let in my life, and so on and so forth. So, coming home, I got this support because I never got in trouble inside. Even being locked down when I got out, I never got in trouble. And I was successful with probation, never gotten in trouble. And so, they let me be me. I just proved to them that I really am the person that they read

about, that they know, that they've got a chance to get to know over the course of this time. And so, they let me be me. They did their random house checks, and I let them in, and it was never a problem. That's what supported me because you can only imagine being a single mother going through all the things that I've experienced since I've been home, and then having a probation officer that makes you come in once a week, that requires you to be at home... They put all these hard things that they can put us through. For the way my life turned out as far as coming home, that would have been impossible. For me, I know the type of things that will hinder me. So, as long as I did what I was supposed to do or kept my end of the bargain, they literally left me alone. So, having that trust and having someone cool that's understanding instead of a hard ass and just care about power; having somebody who believed in me and trusted in my process, and giving me the free rein to do that definitely helped me a lot.

-Justice involved—lived experience

Being released from prison... I had a mentor. And I think that was really the only thing that helped me with anything... I think that worked really well. And it wasn't somebody in a chair who had a whole bunch of plaques on their wall, telling me what to do, or how to do it. It was somebody who had been through prison previously, letting me know the possibilities were there.

-Behavioral health—lived experience

The summer before I got clean, I read this article about this girl. She was about my age, and she had also dreamed of being a lawyer. But she was a heroin addict, just like me, had gotten in trouble with the law. But she actually ended up going to law school after prison, and she took the LSAT and passed. And then the board that was deciding whether they actually granted her the JD, they denied her. And they're like, "Sorry, because of your past, it's not going to happen." But she took it to the Supreme Court, and she fought them, and she won. And so, I remember reading this article, and I was still using at the time, but I was like, wow, maybe I can do that, too, and there's just this spark of hope. And I had heard other stories of people who had criminal records, and then they became lawyers, despite it. But there's just something about her not taking no for an answer and taking it to the Supreme Court, standing up against the state of Washington. So that's where it was that it just sparked something in me. And it was pretty soon after that, that I decided that I was going to try at least once to give recovery my all, and so that's when I checked into detox for the first time of my own volition the next day, and I've been clean ever since.

-Behavioral health—lived experience

When I got on probation, the team that I worked with was actually set up to work with people with behavioral health and addictions issues. And that was very meaningful because of the flexibility that they had to help support

me given the challenges I was suffering from: addiction and psychotic episodes. I had two amazing probation officers that were very loving, but firm and clear. And really, I believe that they wanted what was best for me. And we had power struggles, and we had frustrations, I actually ran into one of them at the county building about nine months ago. And I said, "Thank you so much for not giving up on me." I was so fortunate to have those two as my probation officers. And I said, "Things have changed radically." That particularly, relationships, but the advent and the development of a behavioral health unit and the probation team. I don't know what it was like before they had that, but that was very, very helpful to me. And it's helpful to other folks that I know who have gone through that.

-Behavioral health—lived experience

Both detectives have always told me that they promise that they will solve my son's crime, and I really do believe that. And, they always say not a day goes by without them not knowing about it [i.e., that they don't think about the case], and they don't have to be accountable about that. And I would rather a person feel accountable than not feel accountable, or just say, "Hey" because they do call every now and then. And I know they have a heavy caseload, but just knowing that I'm not to be forgot about and to say, "Okay, well, I'm going to be accountable because I told you I was, and I told you, I'm going to do this." I really feel strong with that.

-Survivors of crime

The Psychiatric Security Review Board was started in Oregon in the late '70s. Essentially, it is for people who qualify for 'guilty except for insanity' pleas. Rather than staying in prison, they go to the state hospital for treatment. And then once they've been determined to no longer be a danger and ready to be placed in the community, they're supervised under the Psychiatric Security Review Board as the probation under this board. People essentially get the Cadillac of services; they have access to so many resources; it's really, very well done. I would love to see an expansion of that; I think they got the right idea.

-Medical systems

I was a culturally specific responder. I went out for a lot of the calls that were African Americans and African immigrants. And a lot of times, they just saw somebody who looked like them. And I'd be like, "Hey, man, how can we help? What's the need, because if it goes to them, their job is to tase you. And if that don't work, shoot you. Because what you're doing is exhibiting things that are a threat to yourself, or others. And they can't interpret whether or not you're going to be lethal, or you're just mad." I literally had a couple guys, they needed to hear that. Because now "Okay, somebody's talking to me, I'm not receiving commands. Somebody's asking me what's going on. And they're giving me the layout of what I'm engaging." Now, I've

had a couple guys that just went skipping and ran into like six or seven tasers, but also because I was there, it diverted them from the firearm being the first or second option.

-Community leaders

I want us to get to a point where we're all reading from the same sheet of music. It's gonna hurt a little bit. And we don't want you to lose your job or lose your life or anything like that. But we're all reading from the same sheet, we all have the same narrative. And we're all committed to the same goal. We're all moving in the same direction. That's where I'm at right now.

-Elected officials

Others recall a lack of humanity in the system

If I could go back, I would hope that I would have been treated better by the judges, by the prosecuting attorneys, even my defense attorneys, by the correctional officers. I was treated horribly. I first got in trouble when I was 21 years old. And I remember those first times being called a junkie by the COs, being just treated horribly. And I built up a big resentment against the system right off the bat, even against the people who were supposed to help me. My defense attorneys would even like, "yeah, right" when they would find out it was a drug crime, then I was totally discounted, I was just a junkie, so treated really badly in that regard. And, yeah, I guess part of me was definitely like, screw the entire system at that point. So, I think if I was treated with compassion from the beginning, I would have went in a different direction. But I definitely would have been more willing to not accept the label of just junkie criminal. And to kind of embrace that, like I did, because I was like, "This is how I'm going to be seen, this is how I'm going to be treated, well, I guess this is who I am." I truly feel like if I were treated with compassion from the start, that my life would have turned out differently. I still believe I would have been an addict, because I believe that I was an addict before I ever started using drugs, but I definitely believe I could have been reached by somebody if I was treated with compassion and wasn't just this huge defect of a person, if I was treated like a human being.

-Behavioral health—lived experience

Let it touch your heart. Stop denying that there's another human being that has needs and wants to be loved, and maybe doesn't have running water or electricity or any money or whatever. But their worth, dignity, and even if they can't protect their own dignity, that we should help do that for them. I know because I've spent half my adult life in a psychotic state, having been in a psychotic state, where you're extremely paranoid, it's hard to trust anybody, it's very challenging. Even if you do have an apartment and a

partner and a supportive family. It's my theory that we have two responses to somebody in emotional distress, either turn towards them and open your heart to try to help them, support them. Or, I'm overwhelmed with the amount of suffering out here, but I guess Mother Teresa went to work every day in the slums of India trying to help the dying. It's very painful to me to see all the people suffering, and wondering how does that affect other people's hearts?

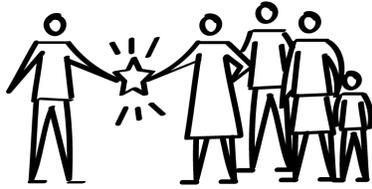
-Behavioral health—lived experience

I think the fee for service environment, particularly the way the Oregon Health Authority and its attitude about its provider network is not helping and right now it might be harming.

-Medical systems

And the system absolutely perpetuates harm on everyone who goes through. I understand that there are serious crimes, and there are crimes that do need to go through the legal system, I get that. But so many of the people we're bringing in for their alleged offenses do not need criminal legal system intervention; they just don't. So, you do more harm, and it's bad for long-term public safety. It might feel good to the public in the short term that you're addressing it in such a way, but it harms long-term public safety because you make it impossible for that person to succeed in our society.

-Criminal legal reform organizations



Empower Communities to Lead

Resource localized solutions and culturally specific services to mitigate and transform harmful effects of systemic racism.

Participants want decision-making to come from the people in their communities who understand both their neighborhood and BIPOC cultures and how best to support them

I would say resources, access to funds. In that sense, there's a difference between an agency receiving the funds and the actual people receiving the funds. I think when agencies receive funds, the people that are higher up, we're still paying for those salaries and whatnot for them to delegate what goes on in a community that they aren't familiar with or maybe you've never even been to. I think, access to funding. I know stimulus checks are out there and it's helpful, but parents are the experts on their kid. And the kids that are out here doing the crime, it's assumed that if the parents are doing well, then the kids are going to do well. And I think if there was more attention to how to help parents be in a position of success or comfortability, with less stress of where their kids next meal is going to come from, or how they're going to pay rent this month, I think we'll see more kids thriving instead of feeling like I got to go out here and sell drugs to bring it back home to mom and my little sister or a little brother, or I got to do things in the streets. that more than likely require me to possess a firearm. Not to get off topic, but one thing that was just disturbing to me, just as in recent months, was a spike in car theft. And I'm not talking just a car parked on the street, but these kids are armed robbing people for their vehicles. And that was just disturbing to me because one of them was just 14 years old. Then obviously you think of where's the mom? Where's the dad? Who's the guardian? And is there some unmet mental health needs that have been overlooked. But saying that, I think if the parents of that child were in a position to worry less, then I think the kid would also worry less and wouldn't feel like there's a need for him to do something that jeopardizes his life or his freedom in order to either have his own gain or bring back to the family. So, I think it's really important that families get the support that they need in order to take care of their kids.

—Justice involved—lived experience

When it comes to prioritizing race, that's when we get to community meetings. So, with that funding, we got to have organizations that not just

are willing to, when they get the funding, to get kids backpacks and school supplies, but really dig deep. And whether it's getting a family insurance to be able to get those unmet mental health needs corrected or assisted. I think it also looks like holding and hosting more community events but including law enforcement. And I think we have this negative stereotype that they don't want anything to do with us and we don't want anything to do with them, which isn't true, because the first time two o'clock in the morning we hear a noise, we're calling the police. When we hear something that is either threatening or alarming to us, we're not going to call our uncles, brothers, or cousins; we are gonna call law enforcement. So, we're gonna take the good with the bad. We can't just say it works for us in a situation of our need but doesn't work for us if they are loose in the community working with other people; that's not correct. So, I think when it comes to funding, doing more that includes law enforcement, because I think we can actually see, you can kind of get a good sense of who's on your team and who's not. And I didn't mind Trump being president because it kind of lets you see; it exposes the racists. And I think if he didn't bring that to light, we would never know that our neighbor had a confederate flag in his living room. So, there's good and bad to it. And I like to see two sides of a coin.

-Justice involved—lived experience

I really do feel like if all of those people and the community could come together as one and figure out a way; we have to do something to ignite real change – more than just talk, more than just get your face on TV, more than just passing a couple of little bills to make it seem like we're moving in the right direction. Not while so many people are dying every single day to violence and gun violence. Signing petitions are no longer enough. Having a board meeting, getting on TV talking about how upset you are about what's going on in our city is no longer enough. Start by... A lot of young people out here killing but they have no direction. They have no true guidance or nothing positive to look forward to. It's communities out here, and organizations out here – they say they're here for the people, or for the youth, or for disadvantaged, but then, even with a lot of those, it's really hard to get into. You have to qualify above and beyond. I kind of feel like if a person could qualify for this, then I probably don't need the help anyways. It's the ones who don't qualify that needs the guidance and needs the consistency of something different that is positive in their life so, all they don't see and hear every day is the bull crap.

-Justice involved—lived experience

I feel like if we could get a group of individuals, powerful individuals from the community – ex-gang members, ex-drug dealers, ex-people that's been in prison, people who have been through domestic violence, people who have experienced abuse as a kid – all of us collectively, if we come together and be a voice in our community. But a consistent voice; I'm talking about every

summer, every spring, even in the winter; we're holding talks, we're making forums, on Facebook forums, on Instagram, we're holding meetings, we're separating just the youth to vent and get their point across, from adults, from parents who don't know what to do with their kid. But to be a constant voice, but also a constant example. And why we're being a voice, raising awareness to what these are and also being able to have situations in place for us, may it be a community center, may it be new jobs just for us, may it be different internships. We need to understand that the more positive things that we can enforce in our community, the more of the people in our community who can see us, "Oh, that's her; she's an ex-gang member; she made it through; she's did this; she's responsible for hundreds of kids getting scholarships; she's this whatever." But I've also lived this life; we're more proud to listen to those people. But it can't be a fly-by-night thing. I can't come out and let them hear me talk for a month or every six months until somebody offers me a paycheck and expect to ignite change. If we care enough, we have to get out of our comfort zone, we have to step out, we have to continuously speak up. But it has to be followed by action. So, speaking up consistently followed by action consistency, to me, is going to bring about a positive wonderful change

-Justice involved—lived experience

We fundamentally need to do a better job of letting them lead and develop projects and services that meet their needs more effectively instead of coming from the executive managerial class. "Nothing about us without us." In a state of Oregon behavioral health committee, there were 30 people on the committee, I said, "Is there a single person on this committee that has ever been committed to a psych hospital? Is there a single person on this committee that is currently on public benefits, getting the Oregon Health Plan or IE Medicaid who's receiving behavioral services? Is there anybody in this room, on this behavioral health committee...? So the problem is we have an executive managerial class who thinks, just give us our feedback, and we'll take care of it. We met with the Governor's Racial Justice Council when she first introduced it last July, we met with her staffer and said, "Look, your first phrase in here is to reduce criminal justice incarceration of particularly African American men, i.e., keeping more George Floyd's from either getting killed or ending up incarcerated, when what they needed was services. So can you tell us out of the 30 members of your racial justice council, is there anybody at the table who's welcome to say, my name is Deandre Khananji, and I'm a previous customer of the Department of Corrections and Department of Justice." And we asked that of them and reviewed their membership, and they said, "We think that's very important. But we are not asking members to identify that. And even if they did, we wouldn't make that public." So, it's great that you have some African American men in their 60s who may have had a scuffle 40 years ago, but there's some people who are fresh from the injustice of the criminal justice system that could make a significant difference in sitting at this table. They said, "Yes, that makes sense and we'll consider it," then moved on.

-Behavioral health—lived experience

I think building that community of belonging is going to take equal parts from mental health, equal parts from addiction, equal parts from the community as itself, and not just a whole bunch of individuals who are higher up... I think having the community engaged just as much if not more is going to help create that community of belonging.

-Behavioral health—lived experience

I think what we're doing right now as community and culture and having our peer-run organizations, I think that's huge... I think it is prevention, and it gives people a safe place to be able to come... That's our best tool and weapon against what's going on right now. In a perfect world is to have community-based – and more than – we do addiction and substance abuse and stuff like that, and our peers stuff – mental health, and more wraparound services, but also not services that become clinical because in a culturally specific, to stay FUBU, to stay for us by us, we have to stay community-based point blank.

-Behavioral health—lived experience

There needs to be more significant technical assistance and outreach to the Hispanic and African American providers to let them know what is possible and to help support them to grow their services and their culture in their community, with a commitment that follows through regardless of who's the office holder at the time. And I've seen repeated promises that "yes, we're going to open up an African American-run Alcohol and Drug Treatment Center in the Portland area." And, that's been a discussion for as long as I can remember. And stuff like that needs to take place; groups like Miracles, and the Clean and Safe... I can't remember the name of it. But anyway, those are missed opportunities. And there have been promises made, and there's been community members who have been very interested in it. And, so, I think it's fundamentally important to do outreach, to do technical assistance, to help support those who have ideas, and who that's part of their culture. If I worked for the County, and I was looking at developing new treatment capacities, I'd reach out to the Miracles Club. I'd reach out to the Hispanic AA group and try to find folks from there to help lead the development and support of projects moving forward. And I know that there's words and verbiage about it, but there's nobody particularly that's doing significant outreach and technical assistance to help support that happening. I mentioned Kitzhaber previously, 20 years ago, I got about half a million dollars a year of State of Oregon money to help support the development of new projects, new nonprofits, and new services that were in the minority category that have populations and cultures that weren't being served. So, I think our communication, our language about it all has gotten really good. Very good. But I think our follow through with services and

funding and changing policy and doing on-the-ground technical systems, I think still lags significantly.

-Behavioral health—lived experience

It would look like going to those communities and asking them what their needs are. More holistic/ancestral healing practices.

-Survivors of crime

Leaders from affected communities would design and implement the programs and would receive funding diverted from the criminal system to pay for them.

-Street-level service providers

The community takes care of each other – we're always making sure everybody's eaten or if they're warm or if they need anything like that. I kind of feel safer within my own community than I do with the police protecting me.

-Houseless communities

Work closely with communities at large, hand-in-hand, so the community learns how to self-police themselves.

-Houseless communities

Have more patrols, not only for the citizens that have houses, but also for the people on the streets.

-Houseless communities

What we're saying is that we have to give the power back to communities to really formulate and decide what does public safety look like for their communities. So, for instance, in spaces where I work in within specifically black spaces, what I want to see or what my community wants to see in a Portland metropolitan area should intentionally look very different than what black community along the Oregon Coast looks like because it's regional, right? And so, whereas we may be talking about gun violence in our community, and really focusing there and getting resources to community that need it, along the Oregon coast, they're concerned about, "Where's it safe for us to eat as black folks?"

-Community leaders

Have race conscious, not only training, but services available. So, it'd be really tapping into the community and understanding what services are available for people from diverse backgrounds that are more specific to their upbringing and their background experience in the United States and their communities.

-Criminal legal reform organizations

Whatever the ideal system looks like, actual community-based services that meet the needs of survivors, their families, their communities, for long-term health.

-Criminal legal reform organizations

Justice and equity through community-centered and trauma-informed systems and approaches; language accessibility and culturally-responsive system and staff; upstream holistic health approaches/integration; differentiated response services; clear mechanisms for accountability; transparent and accessible avenues for continuous improvement of the system.

-Elected officials



Evolve to a System of Restorative Justice

Heal individuals and communities that have been harmed by the cycle of the criminal justice system through restorative approaches, policies, and programming. Change systems so they stop hurting people.

Policing needs to continue its transformation

Transforming the police is like transforming the whole system. It's not working. Law enforcement is being used for mental and physical health. It's designed to intimidate you and scare you into complying. It's messed up.

—Justice involved—lived experience

I really feel like it was a very, very, very bad decision to defund the police. I feel like we have had such a huge crime rate. It's been centuries since we've had this huge burst of a crime rate. And so, I think that that is bad. I just feel like the whole idea of defunding the police – and then they actually went through with that; I just don't understand where the logic of that was. I feel like just because you did defund certain aspects of policing, it's not taking out the bad apples. And instead of the higher ups, the commissioners, everybody else... I feel like you've been working, and you got a partner, whatever you guys do. And you guys were working side-by-side for eight years. So, you guys for sure have formed a bond. If your partner is crooked or bad, you might not know the odds and ends of what they're doing, but there's no way you could work side-by-side with this individual and not know that they're not doing right by their oath. To me, there's no excuses. So, the police know who the bad apples are. And, of course, the foremost thing – whether they were involved in that particular crime, whether they were the ones that took part in the violence of killing and hurting certain civilians and Americans – you know who your racist cops are, you know who your bad seeds are. So, start there. Because defunding the police and making it harder for people who really need help and need the support and want the support and the safety of the police, that's not doing anything with us; we're losing people left to right. And the whole time, I feel like they still got the bad seeds, that they know, working. And so rather than defund all the departments, if you keep the bad seeds in the departments you continue to operate, then the injustice is going to continue. So, I'm saying their protocols, whatever their strategies are, whatever is written in their handbooks, and their policies – it needs to be revamped. Just like if you go to work to you get a random UA [urinalysis drug test] that comes back with marijuana or

something, they're gonna suspend you or whatever that protocol is. But you got an officer that has plenty of complaints, a bad police [excessive] force or harassment, or this person is racist, and this person doesn't get along. Why are they still on the force? They're there to protect and serve. It should be new protocols set in place when you're dealing with people who's able to carry a gun, who's trained to shoot and kill. It's really just a catch 22. If I get arrested, and now I'm a felon, I can't even hold or carry a gun anymore even though I don't have any violent crimes. But you have an officer who is a sworn officer, and he's able to carry guns and do all these things. He's abused his power, but yet he keeps his gun and his shield.

-Justice involved—lived experience

So, I'm not gonna say that there hasn't been any good that has transpired. Like I'm really appreciative regardless of the reason that these officers are now being held accountable for their actions, the ones who's killing and doing these different things to all of us. I'm happy that they're not able to get away with it anymore. That, in itself, no matter why it came about, no matter what has to transpire in order for us to finally see that type of justice done, I'm so grateful.

-Justice involved—lived experience

So, they know somebody is watching, but if they feel like somebody is not watching, anything can be manipulated in a dashcam. In 1994 or 5, me and a buddy of mine in St. John's in Portland were abused by the police. And there was not cameras back then. And it was right in St. John's at the back of the wishing well, I remember it like it was yesterday. But if there were cameras, it would have told a different story. About me going home with a bloody nose, bloody eye, him going home with a bloody nose and a bloody face, broken bones. And then our parents meeting up, going to the police station to address their concerns of this police brutality. And my mom being told basically it's their word against the officers. There's no justice in that. And now we have to live with those scars for the rest of our lives. But again, if we brought that to the surface, even to this day, it's still our word against theirs. And without justice, we just allow these criminals to enter right back into society, and do it to another black, young teenager, who now grows up looking differently at law enforcement. As if, I've met your friends before, they beat me before. You can't be any different because you're stopping me, profiling me because my pants are saggy, now, I'm so fearful that you're going to whoop my ass that I'm going to run. And unfortunately, you don't got the training to chase me or see my hands up, and you're going to shoot me in the back. That's what we live with every single day. That's what the kids that I work with live with every single day. And there's really no real way to erase that trauma because it's generational.

-Justice involved—lived experience

Do better background checks on the people you hire. Implement personal ones; have somebody that's going around interviewing the person you want to hire, their friends, their family, people that wasn't really their friends, people at school people who knew them in another life, because you can put anything on an application. And if the legal background and the drug background pretty much pass, you're all in, but you could be a mass murderer with bad intentions. So do better background checks. Do a mental health evaluation for even your employers, put them on a year probationary period – long enough, because 90 days when you're on probation, we know you're on probation, but after a year, you comfortable, you kind of forget you're on probation, and then your true self kind of starts to show. I don't even know if all of these things are possible, but I don't see why they're not. They do extensive backgrounds anyway. So, change the protocol of your background. They start with probationary periods anyway, so make it longer. Do constant UAs; do random UAs twice a week – whatever you have to do to make sure the mindset of the people who is hired to protect and serve is where it needs to be to do just that. I know it's crazy, and I know it's unfair, but if you come from a family and your background is racist, and your dad and your grandpa and your uncles used to be in the Ku Klux Klan, I don't think I want to hire you. I know it's kind of sad, but it's like I don't know if you have those intentions. And I know it's sad, but I'd rather pick someone who doesn't have that type of background in their family, versus picking someone who does, because I could be signing my community up for failure.

–Justice involved—lived experience

Well, I think the biggest thing right now is we are being arrested at alarming rates; we are being killed at an alarming rate. The people that arrest us are police. That's not to say that all police are bad, but what this looks like to me is something within the forces – better training from the police forces. You can't defund the police department and say there's not a need for law enforcement, because that's just preposterous to me. But, there's some really intense training that needs to happen with law enforcement to really have an understanding on what a threat of violence looks like. Because we are getting gunned down with our hands up. And I think it's at a law enforcement level to make sure you got the right guy for the job. And you got kids coming straight out of high school or one year of college, and then they're on the force. Without really knowing the background of these officers or the transfer officers – we get a lot of officers that come from different places who don't know or aren't familiar with the demographic, they aren't familiar with the community. So, there's a headbutt there. I like the idea of law enforcement being more involved in community, plain clothed. or attending community events, just really be involved. If you have an officer that's familiar with the names and faces of the kids in the community, then he's more than likely not going to stereotype, he's more likely not going to judge when he sees a young minority boy with a cell phone in his hand and confuses it with a firearm. He's going to look at that youth and say, "Hey little Timmy, you're supposed to be in school, it's one o'clock. Either I'm going to

take you or I'm going to watch you get on the bus." Not "Put your hands up, get against the car. Let me check your pockets." And going through the whole shebang. I think it's more welcoming that I know you, and you know me, and you know my family now because my family was at the same community event talking about change that you were at talking about change. Now we have something in common. The media doesn't do well with law enforcement, and the picture they paint. Everyone's not bad, and I don't feel like current officers should be held responsible for what past officers have done, but they have something to prove to the community: that they are different, that they want the same thing that we want. And that's, we don't want killing in front of our houses. We don't want our mothers or sisters or daughters to be afraid to go to the store out of fear that they're going to get carjacked. But I think there's a way to approach that from a community level than it is just a law enforcement level. Well, speaking of another incident of brutality, there was a homeless man around a park who recently was killed; that was last year, less recent – but of course, homeless can have a weapon, but this guy clearly had nothing. And he was killed in a park recently. I feel like when I say community, if there was someone that responded to the call, either alongside law enforcement, or before law enforcement, someone that addresses the needs that law enforcement aren't trained to address, and this is those mental health professionals to come, whether it's the voice of reason, or just to come, and they just know how to deal with it, and maybe have law enforcement as a backup type of thing. But I think that just speaks to the training that law enforcement needs. And it shouldn't be mandatory; you're not going to send an electrician to do a plumber's job. So you can't send a person with a gun to reason with someone who has mental health needs. So, I think there needs to be some more strategic planning around how law enforcement responds to the community.

–Justice involved—lived experience

On TV shows – and I don't even know if this is a real thing or used to be – it's so much foot patrol; they have foot patrol officers all over the world. I don't know if that's gonna work, but I think you did that, if you see the police – not on every corner or everywhere – but if the patrols are more, if you got beat cops more, I would like to think a lot of people be more reluctant to make the choices that they're making, right at that time. Even if it changed somebody's mind in the last five minutes before they're getting ready to shoot someone or something, you still save somebody's life or a black's life in five minutes. It's just a presence has to be seen, felt, and known.

–Justice involved—lived experience

A reduction in the number of armed law enforcement officers overall in our community. Also, a reduction in the number of traffic stops by armed law enforcement, that's important to continue to move toward more of that.

–Street-level service providers

I think there's a real question about "is community policing even a good thing?" When we started, police were supposed to be part of the social work solution we would partner with, and then I think the message we've been getting has been to stop doing that community policing thing. And so I think figuring out "do we want cops involved in people's lives or not?" But I had the opportunity to be part of the New Columbia detail when New Columbia used to be, historically, a really bad area... as close as Portland would have gotten to sort of a ghetto, although it's still not in the East Coast sort of way. And they had a super bond with the police; they really felt like it was their police. There were weekly meetings with the staff there and resident services. And you know, there was a little bit of like, "oh, I won't talk to the regular cops, but I will talk to the New Columbia cops." And so it was a real hyper-local focus. And so I think this is maybe like community policing 101. But if you have a sense of who is your district officer, and you see them on a regular basis, and you build that trust, that really does speak to what the communities, especially the black community, is asking for. Ironically, the more you defund the police, the less likely you are to get the same cop there regularly. And the less likely you are to build that trustful relationship. But I do think, at least when I'm talking to black people in the community, that's what they're asking for, is building a relationship.

-Street-level service providers

And then the district officer going to meetings is also something that we're moving further and further and further away from because there simply isn't time; a district officer has to run from call to call to call, and has 10 calls holding and constant reports, and is never able to get out of their car and walk around and say hello to people, and go sit down in the meeting for two hours and call those folks back for extra follow up and connection and relationship building. That is just harder and harder to do as we have the very real fact of the smallest number of cops we've had in a really long time in conjunction with our phenomenal record year of homicides and shootings and car thefts and you name it, we're off the scale in every metric. And that we keep coming back to capacity; it's hard to build that legitimacy when we can't have the time it takes to build the relationships that would allow that legitimacy.

-Street-level service providers

And I think the idea that cops on patrol are like... even that word patrolling, there's very little of driving around looking for suspicious people in order to get into their pockets to arrest them for the little baggie of meth. So I've been a cop 12 years, and I was just at the tail end of that; that was still a thing that was happening. But I think a lot of the lack of trust comes from imagining that if we ask for more cops, they're going to be driving around trying to get consent searches off of people who are just walking around

looking suspicious. And so I think we've done a really bad job of explaining that that's not what we're doing. But also it doesn't surprise me. This sort of residual trauma that the parents of these kids did experience that sort of aggressive policing. And that was the mission as it was defined for cops 20 years ago. And that sort of policing doesn't happen anymore. And I know the community doesn't want us to do that policing. But it makes sense: we used to do it and it sucked. I get it.

-Street-level service providers

I think that it's important to recognize there has been an absolute change in focus and what the community wants, but it's a change in focus in what some of the community wants. And if we look at what were some of the fruits of all of those traffic stops that we used to do, that's how we get great intel. I can think of one of the creepiest traffic stops I've ever done. It was for a guy who was driving around with a headlight out; he ended up having a gun, warrants, a bunch of roofies in his car, and a bunch of photos of naked women tied up. By small means we're able to accomplish huge results. And the intel that we get from those traffic stops is huge. And I think it's important for all of us to recognize that the complaints that come from proactive police work are coming from a very small part of the population. It's that proactive police work that helps us get a handle on things like massive gun violence. So it's kind of a pick your poison: do you want massive amounts of shootings? Or do you want the police able to use the tools that we legally have, that the people have legally decided are okay, that the courts have ruled are legal to go gather intel, make traffic stops, stop people at a lower level before it becomes a bigger issue. And those tools have been unofficially taken away from us. That type of police work is gone, and I think we're suffering the consequences of it... I do think, in talking with the folks who are revitalizing our gun violence response team and the new guys: how do you do this again in 2021? And it does seem that we can be a lot more intel-driven now. I don't think we need to throw away traffic stops. But I do think the idea of driving around looking for suspicious people is what the public is railing against. And so it can be done; it can be done smartly.

-Street-level service providers

At some point, we're going to have more cops again. And I know in the Police Bureau, we're going to have to decide: are we going to revitalize our specialty units who are better at prosecuting certain types of crime and dealing with them appropriately? Or are we going to revitalize patrol and try to get back to a community-based approach where you see the district officers shepherd their own cases through and build a relationship with a victim or their community or an apartment block? We certainly don't have the capacity to do both. In Portland, we have a habit of: as soon as a patrol officers showing any sort of real skill at doing that type of work, they get vacuumed up and put to the specialty unit. So, that's a question. It would be nice to do both but then we would have to double our police sizes.

-Street-level service providers

We work in a situation where just three years ago, I would go to a shooting call once a month or something and now I go to two a week. It's rare that a week goes by where I don't see somebody horrifically mangled by gun violence or edged-weapon violence or something like that. There's been this distillation for the average police officer of the crisis call we have. We have added PS3s (public safety support specialists) to our teams. They're fantastic. They do really good work. There's less time to train, there's less overall expense, and they take a huge workload off of the sworn uniformed police officer by taking those non-emergency calls: the cold calls, the cold fast, the cold burglaries, thicken up(sp?) video follow up, these sorts of things. It's a fantastic tool and we should hire more of them. I think that's a good idea. But it's a double-edged sword in that, as our violent crime rate has significantly climbed, and our number of sworn officers has significantly decreased, and we've replaced those folks with PS3s, what's wound up happening is the average patrol cop winds up going to only the violent calls, because that's what's leftover. And there's more of those violent calls. So five years ago, when there were no PS3s, the cops would go to a violent call, and then they would go with the cat in a tree call. And honestly, that was kind of a break, or decompress. And then they would go to another hardcore violent call. And then a softball. Well, we've taken all the softballs, and we're giving those to non-armed entities, such as public safety support specialists, and frankly, probably Portland Street Response when that expands. And the armed uniformed police officers will just be left with violence after violence after violence after violence. And if we continue to reduce the numbers of officers and we increase these other entities to deal with the non-violent calls, we're going to be left with a force of cops that doesn't go to community meetings, doesn't do proactive police work, and all they do is go to the guy with a gun and the knife all day long. I think that is a recipe for burnout, mistakes, and real problems.

-Street-level service providers

We've lost all but our Services Coordination Team, which deals primarily with people in mental health crisis. That is our only specialty. Oh that and SROs, but we are just couple of cops short of losing those units as well and just bringing all of the cops back to patrol. So you either can do patrol or you can do detective and that's it. And even at that, we've just lowered our minimums. Right now, I just wish we had enough cops to staff patrol the way we need it, and investigations. And I am hopeful that we'll have applicants who are qualified and that we're able to get our numbers back up. But I'm not very hopeful that it's going to happen anytime soon. Our applicant pool is very shallow right now. And a lot of our applicants are not qualified, and they're getting washed out. We had an oral board with 11 applicants just last week, and every single one of them failed the oral board. We used to have 300-400 applicants for one position, now we have a pool of

20. It's "yeah, I want more cops." I don't know that I see that happening. So that's where we're at... And so this is taking a massive toll on officers' wellness. And that's part of the reason why we're seeing so many cops leave. It's kind of this cyclical issue that a lot of departments are having. And in the meantime, the officer wellness aspect of it... Our cops are getting more and more burnt out. Or in survival mode.

-Street-level service providers

I think the goal of this whole project probably is: 'how do we get to a place where we have less armed police officers'. It's transforming justice. It's very, very complex, but it's hard not to feel like a goal is to have less armed police officers around. But for that to happen, something fundamentally has to shift in the calls that are brought to us. Again, we're not stirring this stuff up. This is people calling us in their worst moment of their life, asking for us to show up and help them, and there are less and less of us to go to those calls. And there are more and more of those calls happening. So the whole conversation about having less cops or having PS3s instead of cops. It doesn't make sense.

-Street-level service providers

Maybe if the conversation focused more on if we look at the stats, the police do a fantastic job of going to these calls. And is there room for improvement? Yes, absolutely. But if we if we look at the tens of thousands of calls in Portland, the hundreds of thousands of calls that the police officers are responding to, and how many of those calls end up in an OIS, an officer involved shooting, and what led up to that shooting; boy, frankly, almost always the cops are absolutely knocking it out of the park. They're doing a fantastic job. And that's not a conversation that is popular to have here in Multnomah County, here in Oregon, right? That is not the conversation that you will ever see our leaders have with the public. But the reality is, that is the reality. The cops do a fantastic job 99.9% of the time, and when they don't they're actually held accountable quite severely for it. But the problem is that when cops do end up in those situations where they do have to shoot somebody or hurt somebody, they're held to a standard that is unrealistic and unfair. And again, that's a conversation for another time. But in a perfect world, I think that I would love for more conversations to be had about just how well the officers are doing with limited resources, with the mentally ill. Those stories aren't in the spotlight, and they should be.

-Street-level service providers

One other thing that I think would hugely benefit Portland police--and I think all of you are on board with it, and your city leadership is starting to get on board with it, kind of, mostly, I think - body cameras. We got them probably two years ago at Gresham; they are absolutely fantastic. There was a lot of apprehension at first. They are such an important tool in restoring

that accountability with the public. And also letting them know, 'hey, this is all on camera, so you're going to be held accountable as well'. And it reminds them, it's a blinking red reminder to them, 'hey, I'm going to be held accountable for this. I'm not going to get away with anything because it is on camera'. I hope that you guys can get those sooner rather than later. What an awesome, fantastic tool in helping restore public trust. And also in confirming the stories that the police are telling. It's no longer his word against his word. It's about what's on camera, it's recorded.

-Street-level service providers

Overwhelmingly plus one for body cameras. There have been two complaints against me in my career. And both of them are so fantastically preposterous that I was like, well, this is going to go away. But ultimately, because there was no other witness, it was just my word versus that other person's word. I wish I had body cameras, because somebody would have looked at the body cam and be like, 'yeah, that didn't happen'. Give me some body cameras, please, please, I'm not making this stuff up. That would be fantastic.

-Street-level service providers

It would be amazing if a part of the conversation about all of these extra units – public safety support specialists, Portland Street Response, Project Respond, other entities that could go take non-emergency calls – if there was an honest discussion and clear discussion that actually those entities are not and will not and don't want to go to a vast amount of the police calls that we go to on folks in crisis. It is almost like a part of the conversation seems to be, "Oh, if only we had more of these other entities, then this wouldn't have happened." But those entities won't go to those calls.

-Street-level service providers

More compassion and understanding from the police officers that we have a hard time trying to find places to go...

-Houseless communities

I would also say that there's not enough officers of color.

-Community leaders

And we end up seeing, like we've seen across the country in the last 10-15 years, we've seen so many different adults, African American women and men lose their life at the hands of police brutality. So, I think when you think about training, those are all because of a lack of training. It could be possibly because of hate, racism – all those play a big part. And so, I think if

you have people who are on the actual police force who don't have the proper training, it puts us citizens and the community members at a big disadvantage.

-Community leaders

I think we need policing. I think policing is needed, but I think policing is needed with a lot of change, and a lot of training. I've been treated super unfairly based on what I look like, my race and ethnicity, by police officers. It's one of those things where I feel like, it goes back to the training, and the respect level of people and how you treat people – you treat people how you want to be treated. And I don't think that's something that we teach police officers. Some of them, I'm not going to throw them all, say they're all bad. I'd say some of the ones I've encountered have not been the best and the nicest people I've met. When you think about police officers in our community, these people live in these communities. You're policing people in a community that you're a part of. So, I think we need to get back to policing and being a part of the community. I think that's something that's needed. But I also think that we need to better understand each other as people. We live in the community where there's a lot of judgment, right? There's a lot of people who have their own thoughts about other races, other people who live in the community, not by experience, but what they've heard, and what they've been told. And so, I think that divides our community because I don't know anything about this race. I don't know anything about their culture. So therefore, I'm just going to assume that whatever I see on social media and hear in the media is true. And I think that's a big issue as well for me, in the community. I don't see police officers driving through my community. I don't see police cars driving through here getting to know the kids, getting to know the community members. I only see police officers when something bad happens. They don't come to this neighborhood to say, "Hey, what's up? Nothing's going on, we're just driving through, just wanted to introduce, we have a new..." Well, I've never seen, when new staff members come aboard, they drive to neighborhoods like, "Hey, just want to introduce to you the sergeant, he's gonna be new Sergeant in this area. If you guys have any issues, please reach out to us." They don't build that camaraderie. They don't have that relationship building.

-Community leaders

More pre-arrest diversion is really important. Because once you bring someone in this system you've damaged them; you've harmed them; you have labeled them in such a way that it is hard for them to overcome it. Too often the system is just processing; it's a conveyor belt. And so, I think that people believe well, "oh you arrest, you charge, and the person pleads to time served or fine or some small amount of whatever, and everything's fine, but that's not fine. That's another criminal conviction that that person has to overcome in society, beyond all the things that occurred along the way. So, bringing less people in is really, really, really important.

-Criminal legal reform organizations

Less police officers. I'm not opposed to police officers, but when half the people you arrest in Portland are houseless, then you need to question and ask yourself, why are we doing it this way? Why are we trying to invest in police officers who are armed and are law enforcement? And I think we need to redefine and redesign what we're doing with our police agencies and our law enforcement. And we need to prioritize social workers and services and treating people as humans.

-Criminal legal reform organizations

There's a significant amount of training that needs to be done with police departments on just how you treat another human being. You would have training around diversity and equity issues.

-Criminal legal reform organizations

We certainly know the history of law enforcement in the United States. They were slave patrol; that's why they existed was to capture runaway slaves and take them back to their masters. So, that foundation and historical truth needs to be recognized.

You probably need the skeleton of the criminal legal system to remain. So, you would need the police in some form, I think you need to reimagine them. but I think you have police in some form or another, you certainly would have to have prosecution in some form or another, and defense attorneys, and judges. The skeleton would need to remain.

-Criminal legal reform organizations

The police must have the responsibility to do better, "the club should be better," "they should live above reproach." It really has to decide as an entity – the police structure - to change again, to hold itself accountable, to take responsibility for the things that didn't go well and really look at its own implicit bias. It has to be better. It has to be above reproach. And it won't get there if they don't decide for themselves. There has to be systemic change within that system.

-Elected officials

The better interactions with the police, those kinds of people [would help keep people out of jail].

-Young people

Court changes can reduce trauma

What we do is create another generation of a kid who's missing out on his parent for the most minor crime that you can think of, and now he's missing out on that structure, that nurturing, whatever. Even if it's a first-time offense, you got guys that are getting locked up first-time offense that are getting outlandish sentences, or judgments against them for first time offenses, and that just tears families apart. It really does tear families apart. And I think having more people that are involved with that lived experience that have been through the systems, are currently going through the systems, it creates some leniency, and it shows a bit of moral correctness. You got DAs that see blood at the first sight of a minority coming into their courtroom. It could be for the most minor of crimes. But that information comes from somewhere, and that information comes from exaggerated police reports. The DA doesn't wake up and say, "I'm gonna hang a black man today." The DA gets that paperwork and from the police report and sees how they can take something out of that, "Let me highlight something out of that, that I want to hang them on." Now they got teeth in it. And here we are having to sit back and fight for our lives because of an exaggerated police report. And now the DA is making it seem like we are monsters because we ran four stoplights and tried to make it home because we are fearful of being pulled over in dark places. So, we want to drive home to our mama, we want to drive home to our camera so somebody can see us. But according to the police, we eluded. According to the district attorney, we might have had a gun in the car because we didn't get out or we didn't get off of the phone talking to our mom or whoever to come out and just watch me; give me a blanket of security.

-Justice involved—lived experience

Expanded funding for public defenders. I thought, 'how timely' when I woke up this morning listening to a report on Oregon Public Broadcasting about the deficient funding for public defenders in Multnomah County. And I thought, that's a major gap that is still not being addressed. So they were highlighting how public defenders have caseloads that are too large; that there's a...I believe it was at least several dozen individuals that are currently in custody in Multnomah County who have no representation. And they're entitled to a public defender. And they don't have one. So it just unbelievable that that's possible. And that Multnomah County, considering how much money there is here, [is] largely tax based, that that is possible.

-Street-level service providers

Absolutely no one should be held for the inability to post bail.

-Street-level service providers

I know we have a recognizance risk assessment tool, which I don't think is very sophisticated, but that's like, who gets spit out and who doesn't. And the part that seems really shocking to me is we have folks who are committing gun crimes, you know, felony possession/ menacing crimes, who are immediately out right afterwards. And I always just wonder who is fighting on behalf of the gun criminals to get released quickly? It seems like that should be a bipartisan issue, being tough on gun crimes; everybody wants to be tough on gun crimes. And so I wonder if we can be a little bit smarter about who is being kept in jail pre-trial. I feel like we're not getting like a...we're getting bad bang for our buck. You know, we're probably the guy who missed his court date three times for his theft-1 thing because he's homeless; he's going to be spending some time sitting there pretrial, but the guy who's really dangerous because he's gang-affected and menacing his girlfriend with a gun, he's probably getting out a few hours because he scores lower on other things as he has a home and a few other things.

-Street-level service providers

Coming up with pre-adjudicated restorative processes [is missing].

-Medical systems

Misdemeanors should go out the window.

-Houseless communities

As for the justice system, they don't like to be lenient on people, and they look at little infractions as big honking huge deals. Housing systems, on the other hand, they've not catered too much to criminals, they like to deny your applications if you have a criminal background and all that type of stuff. So, it's just keeping all of us out here on the street.

-Houseless communities

We've seen a system that is foundationally based on money. Poor people who can't afford good lawyers have to take plea deals. If you're a 25-year-old black male who's been accused of something you know you didn't do, and they're telling you, "Hey, Mr. Brown, you're looking at 35 years, or you can take this plea deal, and you can get six years even though you're innocent." You don't have the money or the means to get a good lawyer or an attorney. So therefore, you're left with a court-appointed attorney, and you're facing 35 years within a system that has not been good to people that look like you. What are your chances? What are your options, your very limited options? Nine times out of 10, you're gonna take that plea deal. You can't vote, you lose all your rights as a human being. And so those are the things that

impact communities of color so badly, and those are things I think we need to focus on.

-Community leaders

You need to prioritize having those people that you're going to charge, have access to attorneys. So, it's very, very frustrating to me that people are read their Miranda rights upon arrest or upon questioning that they have a right to a lawyer. But then they don't; we don't provide them with one, and 80-90% of the people are poor. So, you should have a lawyer right then and there. Even if it's at the police station before booking then there should be a lawyer there present. And then to follow up on that, at the arraignment process, at first appearance, they don't give us access to our clients until basically once they walk into the courtroom. It's ridiculous. So, we need access to the clients before that first appearance so that we can provide meaningful representation, because right now we're not providing meaningful representation – not through any fault of our own, it's the system. To me, it's not about blame, I don't care about blame. But my point is, the way the system is set up doesn't allow for us to provide the meaningful representation that our clients deserve. If you're gonna charge someone, you need to provide them with all their constitutional rights, and we're not as a system.

Not having an attorney at arraignment, things moving very quickly, feeling like the attorneys have too many cases so they're not communicating as much as they would like. So, you've created this entire processing system, which now because the number of people we have charged and brought into the system, inappropriately in my opinion, all those people and all their network of people believe that the system is railroading people; that's what they believe. It's a pretty significant percentage, my guess would be, of the community that believes that's what our system is doing.

-Criminal legal reform organizations

My ultimate vision is that misdemeanors just aren't even really charged. They just don't exist in our system. Probably except for person crimes, and drunk driving.

-Criminal legal reform organizations

One thing I think we could change is... I see misdemeanors as a space where our diversionary options aren't good. Our community resources are extremely poor. And our outcomes for folks who come through the door are indefensively bad. How we process them is terrible... And I just can't help but think we could do something different, maybe something that doesn't involve any of us, and shut that down at the very front end, and save us time and save them a tremendous amount of heartache and resource strain and trauma in their lives that ultimately resulted in a sentence of discharge.

-Criminal legal system decision makers

We have a bill we're hoping to pass which would ideally work on a myriad of issues, one is it would ban arrests for a low-level traffic violation.

–Elected officials

Incarceration needs to be reduced and reimagedined

It is possible for us to have that kind of budget priority to support people in success rather than incarcerating people which is punishment & exclusion as opposed to inclusion, treatment support, long-term support, and the philosophy needs to change. How we support people in being whole.

–Justice-involved—lived experience

I was a youth, and even a young adult, who contributed to the destruction of the community. And whether it be me selling drugs, me toting guns, me involved in gangs, that's a destruction of this community. I also live with that trauma. I can't erase it. But I do feel like an alternative is you got to rebuild the same community that you were once a part of destroying. Period. Whether it's community service, that's different, it's restitution that goes to court. You're paying back whether it's victims or whatnot. But an alternative to incarceration definitely is rebuilding this community, as well as you learning your lesson and sharing your message with the next generation to prevent them from going down the same road that you did. If we have more advocates, more mentors, we're the ones in the street, we are the ones on the front line, basically, "don't go down that road, trust me, I've been there, it hurts, that fire is hot. Let me help you figure out another way."... But that also comes from the agencies creating opportunity that assures trade skills, trades, planning the future. So should a mistake happen due to influence, due to whatever, jail or imprisonment is not an option -- correcting that mistake is.

–Justice-involved—lived experience

There are going to be some crimes that, okay, you gotta go sit down for that. But there are other crimes I would say that some of these kids just make out of ignorance, and lack of education. Doesn't mean that they deserve to waste their lives in an institution that doesn't support their further success. Because you can go and we can say, "Okay, he's got 10 years, he's had a gun." But if there aren't programs inside that institution that support the release of this young man who's now 20, 25, when he gets out, it's either one or two things, he's either gonna learn how to be a better criminal when he comes out, or he's going to get out seeking vengeance on whoever he thought told on him, didn't write him letters, or could have prevented him from getting locked up. Those are one or two options, or he or she could

come out rehabilitated and decide, "That's not for me, I can't go back there. I need to embrace those people that I didn't listen to before, that I didn't think were cool before. Those are the ones that are going to keep me out of jail or prison." And when they come knocking on our doors, we have to be ready to prepare to say, not what we're going to do, but we have to take action, and embrace this youngster as our neighbor, as our son, as our whomever to make sure that he is successful. When it comes to lived experience, I deal with that. Even though I'm a former gang member. I see things differently. I've been down that road, and who better to tell you not to go down that road than someone who's been down that road. At any rate, I think it's important that agencies across the board create programs that are preventative of using jail and incarceration as a go-to. And just give these kids some support, better support, more support.

-Justice-involved—lived experience

So, renting apartments, of course, has been a struggle. Another big thing, I think would be some type of guidance or training around getting jobs after people are felons, because that was the other big thing for me after I became a felon; I felt like all my dreams were just done. And I had some bad experiences with getting jobs, and then they did background checks I was let go. And so, I was like, this is going to be my life, and I kind of just embraced it. I was like, alright, this is all I ever be, this is all I'll ever be seen as. And so, I feel like if I would have gotten some sort of workshops or like training letting me know there's still job opportunities, there are still people who will hire you, your life isn't over. That could have been really helpful when I was released from jail the different times, or after I received charges. Connecting people with or helping people go back to school or go to school, I think, would be huge. Yeah, that's something that I was able to do; I graduated with my bachelor's this summer, and I never thought I would go back to school. I had so much financial wreckage, and I just screwed up really badly and dropped out seven years ago, but I was able to go back, and that's done wonders for my self-esteem, it really has.

-Behavioral health—lived experience

I don't want to get rid of jails and prisons. I think there are places for folks who commit violent crimes. I think there's a need for it. But I would like to put a goal of redirecting 10% of the budget. I'd like to set a goal to help reduce the use of those services, to reduce the use of incarceration.

-Behavioral health—lived experience

The incarceration rate is too high. It always has been for my entire lifetime. The incarceration system needs to be dramatically shrunk and used only for the most dangerous individuals that pose a threat to society. The parole and probation system of supervision is not the answer either. Though it is certainly preferable to incarceration. I understand that. But likewise,

supervision should only focus on the specific violent offenses, not the common drug and property crimes.

-Street-level service providers

There are legitimately dangerous people who are on the streets, and who are released early from whatever sentence they've been given, and they're coming out and terrorizing people in our communities. And I know that there has been a big push to say that incarceration is not the answer. Sometimes it is the answer. And we have a district attorney who I don't think understands that to the degree that he needs to.

-Street-level service providers

And not just locking them up in cages. there are times when people temporarily need to be monitored, or provided support or services, or simply separated from the situation because of the dangerous nature of the situation. The skills you're learning in our incarceration, prison complex in the United States is not helping you and your community. You're being humiliated; you're being degraded; you're being physically abused; you're being sexually abused; you're being emotionally – you're suffering trauma. You're not getting skills that are going to then help you in the community. You're taking somebody who is already somewhat broken, you know, on a spectrum, right, or else they probably wouldn't be in the system to begin with. So, there are trauma and issues that that person has in their lives that have gotten to them to this point, and you're just exacerbating them by incarcerating them. But if your goal is, and the reality is that 95% of people return to their communities, then your goal should be to have someone be in a situation that is close as possible to their actual community setting, so that they learn skills to function in their community. So, I personally really like the halfway house model for that reason.

-Criminal legal reform organizations

If someone is a danger to others, we should retain the ability to protect the community. But while they are in custody, we should provide services that help them heal. And when they leave custody, we must have a warm hand off to services so they can continue their recovery.

-Elected officials



Decriminalize Behavioral Health Needs

Those facing mental illness or addiction need holistic support that does not rely on the criminal justice system.

Alternatives to arrest and prison are crucial

If there's violence involved, and a person is struggling, and they have weapons involved, and there's a significant threat of public violence, I would like some public safety intervention. If a person is suicidal and not a harm to anybody else, then I'd like to send peers and a social worker to help sort of engage them, I think that needs to do an assessment of if they're in some sort of extreme state, what is that is it intoxication? Is it crystal meth? Is it a suicidal episode? So, I don't think there's one particular answer I mean, but particularly being sensitive to: 1) the person's choice; 2) what experiences the person relates to you about what they want. Maybe they don't know. Remember the Hippocratic oath, to do no harm. And sometimes I've seen police officers and social workers do harm to try to wrap up a situation where they only had so much time, or they ran out of patience, because they couldn't stand there for 45 minutes and talk to the person, so...

-Behavioral health—lived experience

Alternative systems for providing social and medical services to potential misbehaving individuals and not proven, organized, and operating. They are not ready to relieve the police from their traditional assignments. Any hoped-for change in our criminal justice system requires the alternative social systems to be in place BEFORE a transition can successfully occur.

-Survivors of crime

Social workers and counselors who can intervene during emergencies. Not the police, not armed law enforcement--I'm definitely interested in shifting much more of those services for those in [an] emergency who do not require an armed response to receive an unarmed response.

-Street-level service providers

Thinking that the police are going to go to calls of suicidal people who are doing absolutely zero; they're not doing anything illegal, and that we're going to solve those problems – that's a slow transformation that needs to

happen in the public, in my opinion, recognizing that, as we are slowly recognizing, 'Hey, police aren't the right tool for the job' in a lot of these calls. Let's get the mental health experts involved early. Again, if there's a security need and whatever, their policy doesn't allow them to go in, you know, you talk about people who are dangerous or armed or whatever, absolutely send the police there as a security feature. But if we're going to be addressing someone in mental health crisis, let's get the mental health expert in the mix so that we can take care of that.

-Street-level service providers

In my experience, Project Respond, they don't go to those calls. And Portland Street Response also won't go to those calls. If there's an element of violence or potential danger, they just won't go. And they shouldn't. But they have the experience to know the volatility and the immediate shift of danger in those sorts of situations and they just don't do it. They're not going to come out to that scene and help me solve that situation in the immediate, until it is safe enough for them to feel like they can.

-Street-level service providers

If there aren't crimes being committed, why are we going to go deal with these people in crisis, especially if it's going to increase our chances of having to hurt them or worse, especially in--and not to open up another huge can of worms--but especially in a county that has a prosecutor who is not necessarily cop-friendly?... And so why are we rolling the dice putting careers of our officers on the line to do something where nothing meaningful is happening. But it just makes me want to cry. I live in this city... There are a ton of cops who think that way, a ton of sergeants that think that way. And-they think that way because they are worried about the repercussions. They're worried about their jobs... So there's a direct relationship between the recent reticence in police officers to engage in those situations and the amount of citizen complaints I'm getting about cops not going and addressing those situations. So increasingly, as the national conversation is about police disengaging, and police not doing self-initiated activity, police not going to these calls, potential repercussions to police officers if something goes wrong on those calls – that has led to police officers doing less and less work, becoming only reactive, not proactive, canceling calls, these sorts of things. I feel like I've had a direct and proportional increase in citizenry contacting offices like mine in a response team. And, basically begging for more help, while they feel like they can't walk down the street anymore.

-Street-level service providers

The problem is that trying to distinguish between mental illness and intoxication related to amphetamines is, like, impossible for a cop to do. And so the idea is we take everybody to the hospital or Unity [Center for

Behavioral Health] or something, and they would be the ones getting people on the correct path. And that's just obviously not happening. What is happening is if somebody tests positive for an amphetamine, they will try to get them out as quickly as they can. And so that's the big, big hole, I would say. And anybody who's serious about tackling homelessness in Portland would also agree that meth is a big part of that. And so talking to the folks at Unity, they're like, "yes, this is a big problem, but they could spend a week here and it's not going to fix anything". And so yeah, so anyway, it would be great to figure out what to do with that population... We're struggling, what to do with mentally ill, meth-affected people.

-Street-level service providers

Um, addiction treatment services would really help people stay out of jail, if they offered addiction treatment when people were caught with drugs instead of taking them right to jail...

-Houseless communities

What I would change about today's legal system would be smaller penalties for addicts instead of punishing the addict, you know, to actually get them help.

-Houseless communities

I think lack of training presents itself in hostile situations, not being able to diffuse. I've been in spaces where police officers don't have the proper training to diffuse a very simple situation that they allowed to escalate into a bigger situation where someone was physically hurt, or physically harmed. So, I feel like when you have officers who are not trained to deal with people with mental health issues, or people who are exhibiting behaviors that are from youth drug use, that becomes a liability, and that becomes an issue within our community because those people end up getting hurt.

-Community leaders

My priorities are to address addictions and mental health so we can look at an upfront approach for dealing with the numbers of communities of color in the criminal justice system, in the child welfare system. 70-80% are in for an alcohol or drug-related crime. A lot of prescription drugs are used in the system – way too many are used in jails. We know there are ways we can avoid having people go to jail for behavioral health issues.

-Elected officials

Resources are needed for behavioral health treatment

Not just “Oh, well, if the state hospital or a hospital won't take them, then jail is the default, or we turn them away.” There's just nothing. There needs to be something that can be done in a continuum of care, and there's a huge gap somewhere. Somebody to dig a little deeper, to find out more, to offer some sort of help and/or treatment or services while I was in jail. We knew that was an immediate need, maybe not the outcome of my criminal charge. But why have to wait till I was convicted or not, released or not? You know, why isn't all the wraparound stuff offered then? Peer support in the jail while you're in holding, somebody to talk to.

-Behavioral health—lived experience

Our understanding of addictive behavior needs an overhaul. Our model is basically a classroom cognitive education model for people that have disordered nervous systems due to trauma, drug abuse, physical abuse, domestic abuse, sexual abuse. Significantly, our systems are not set out to help people process and experience and discharge emotional experiences that are traumatic and cause disassociation. The challenge is that just fundamentally we go into inpatient treatment, and I don't know anybody. You're putting me into an intimate setting of 15 to 30 people who don't know each other from Adam. We were put into a textbook education pedagogical, we tell you, like a classroom learning sort of thing. And it's a tremendous failure for those who are traumatized, who are in sympathetic alert 70-80% of the day. Expecting them to cognitively, rationally understand this like your English class in high school; it's just a complete failure. We don't deal with trauma; we don't deal with disassociation. And we also don't deal with the expectation of how long it takes me to perform... The challenge is that for healing to take place, I think significant sense of bonded intimacy needs to be present. So how long does it take to settle down, to come out of sympathetic alert, to start to trust the people around you in a group, in a healing environment? I highly question the effectiveness of the models that we have to try to help support people, for breaking the cycle of their addictions without getting down into their pain, their archeology of their history, and working on somatic and body-based exercises to help promote healing from trauma and disassociation from their experience. I just think that the whole system needs to have an overhaul. And then fundamentally on the other side – for splitting this into two areas, the drug addiction and the behavioral health side.

-Behavioral health—lived experience

The opportunity to support somebody who's struggling with behavioral health issues is one that should not be missed. Because what happens if those opportunities don't exist is that in lieu of that, we have coercion, or we have force – “Unless you go to treatment, unless you take this neuroleptic, you're going to lose your housing, you'll lose your benefits, or whatever.” The

approach – the engagement of somebody who suffered from mental health disorders and the advent of force – puts another form of trauma, puts a top dog-bottom dog power struggle on top of, which is supposed to be a therapeutic bonding, trusting experience. And the consequences of forced treatment, particularly forced psychiatric treatment, can last a lifetime. If you ever want to engage anybody ever again, forcing them or hurting them in the name of their well-being is just a total mistake. And the system has words to recognize that they don't want to do that. But in practice, there still is an awful lot of coercion.

-Behavioral health—lived experience

In a perfect world, everybody who's going through a crisis would have had some forethought and said, "If I ever go down that path, again, call Sally and have her pick me up at the WinCo, and we'll go for a ride in the neighborhood." Advance directives which they have, there's actually, at their end-of-life directives, you know, non-resuscitate, don't do this, don't do that. But in the psychiatric arena, we have what's called an Advanced Directive, but has no legal clout. But still, it's a good idea as a planning exercise to say if I ever have psychosis, again, this is what I want to happen. So ideally, I would love to have a system that preps folks who have had multiple crisis's to start doing some forethought into future planning.

-Behavioral health—lived experience

There's argument about the about the lack of residential treatment beds going on. I agree, it's a problem; we need more of them.

-Behavioral health—lived experience

Better access to behavioral health and addiction services.

-Survivors of crime

Treatment beds, shelter beds that don't kick people out in the morning, and more inpatient mental health beds are needed.

-Street-level service providers

We still see a lot of young people who are eligible for Medicaid, Oregon Health Plan, but don't have it. People who are eligible for SNAP and TANF that don't really have it. So there is a problem with the way that the services are accessed. Whatever the state of Oregon and the Department of Human Services has done, it's not adequate, because there's plenty of eligible people in our community that are not receiving...I'm just specifically thinking now about Oregon Health Plan. There are individuals who are eligible for

OHP that don't have it. And we try to facilitate and encourage people to apply [and] show them how to apply. But it's not adequate to get the benefit in hand. Even our young people that do have OHP, there's some problems there, in terms of accessing [their] health insurance. We've seen a lot of our participants who do need mental health services, for example, and have actually expressed an interest in getting therapy, which is a big--that's quite a big hurdle, to acknowledge that. But it doesn't mean you're going to get those services. There's a large waiting list right now, I know it's due to COVID and other factors, but that's a problem.

-Street-level service providers

The huge problem to me is that we never have enough resources to get to all of those places, in the right ways. Ultimately, we are the folks who, again, drive the proverbial ambulances. We show up; we throw all of our considerable resources and skills to bear solve the problem for that moment. And then we move on to the next one or the next 50 because they're all sitting there waiting. And it goes on to the corrections facility and whatever comes next, or they're immediately released from that.

-Street-level service providers

Two, or three or four problems will pop up at the same time, and we do not have the resources to deal with several complex situations at the same time. And then, you know, back in the day it would be hey, can Portland help us out, you know, if it's right on the Portland-Gresham border, "Hey can Portland help us out with a couple of cars?" That's all changed. Now, we can still rely on Multnomah County for backup if need be. But even that is changing because their resources are hurting. We don't have the resources to go to all of the calls that we get called on.

-Street-level service providers

People who are in mental health crisis – we are now pretty actively canceling officers from going into those calls and deferring to Project Respond and letting Project Respond go to those calls. And then as soon as they're ready to go, we're happy to go with them. But I would say four times out of five, they're not ready to go for a very long time. And a lot of time's going by where no one is going to deal with this person. We have officers trained in CIT or ECIT, we have a mental health team. And when they're around, they're the ones that go with trained clinicians to these kinds of calls. But they're on from like, six to four, and then the rest of the time; you still have a bazillion other calls that involve mental illness. So, it becomes more difficult juggling that with seven officers in a city of 110,000 at any given time. So that's where we're at.

-Street-level service providers

Most of our folks who we take to the hospital on a hold are cut loose in a few hours. Everybody knows that the new meth is different than the old meth, everybody knows that you can be off of that meth for 72 hours and still have the same paranoid feelings. And so there's a major capacity issue, which is the state hospital is stuffed to the gills full of people. It's been a while since I've been in this world, but like 'aid and assist and treat until fit.' And so all of the people who place on holds, for those who are really symptomatic, they're like literally handcuffed to gurneys in emergency rooms waiting to get a spot somewhere. And so it's almost not even humane to take these people to the hospital. And so many of them get cut loose. And so sort of the livability, the run of the mill, paranoid, homeless, mentally ill person where society is screaming, we should do something with this person. We're not the tool for the job. And even if we do a fantastic job, get to the hospital, write a great hold, we know nothing is happening with that. And so I think everybody is agreeing that upstream, we need more services.

-Street-level service providers

I think there's a capacity issue. And so basically the state hospital system--and I don't just mean the building in Salem, but the state hospital system--would quadruple in size [in an ideal system]. The legal criteria that somebody needs to meet to be held is "imminent danger to self or others." And there's a legal component to that. But that has sort of shifted as there's the capacity issue. So, somebody who's just sub-acute is getting kicked out the door to get the more acute person in. I really do think capacity at the state level, increasing that capacity will have a trickle-down, so that all of these local hospitals will be able to hold people quite a bit longer and do meaningful stuff. So that's the big hole at the top. And then talking to my folks at Unity; there are people who want inpatient treatment today. So, they got their 48 hours of getting stabilized. And instead of getting handed off immediately to their inpatient, they're handed a business card and say, "call this number every day, and you'll get on a waiting list. It usually takes about 10 days, but then you'll finally get your inpatient treatment. By the way, try to not do drugs." You know obviously, that's just unrealistic. And so being able to have a warm handoff, so that all of the good work the police did to get somebody safely to the hospital isn't just ruined, and now they're thrown back to the street. I'd say those are the two places I'd love to see more capacity... More capacity after the police are involved to actually provide help to folks would be amazing because we write that hold, and all that does is get them in the hospital and they can be out two hours... they can be out 30 minutes later simply because there isn't space.

-Street-level service providers

The realization that trauma needs to not only be acknowledged or managed but healed. Relapse and recidivism happen because the trauma that's driving the illicit behavior isn't being dealt with - just the aftermath. There's also not enough emphasis on prevention and mitigation of trauma

early on (starting in grade school) and an over-reliance on intervention when it's often too late.

-Medical systems

I feel that if we had more mental health people putting in footwork out here and doing welfare checks and stuff, and also having more outreach workers to come out and let us know what's available and where to go would also help us.

-Houseless communities

Portland is so unlike any other state. I get it from a lot of my clients that come from different places, that we provide so many different services and so many different opportunities in so many different ways to recover, it kind of gets confusing sometimes, but it also gives people opportunities to find their way. I think we already do a really good job of that.

-Recovery communities

Missing social workers.

-Criminal legal reform organizations

You need appropriate mental health services, appropriate substance abuse services.

-Criminal legal reform organizations

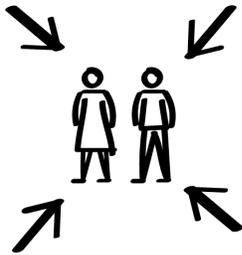
Support, including peer support, is essential for learning to live drug-free and crime-free

In a crisis system, it needs to be people who can offer some real de-escalation and know how to serve folks and actually have something to connect them to. So, people who know how to handle it that aren't law enforcement, unless at some point, there's some reason law enforcement needs to be there, but they shouldn't be our default crisis system. Teams of peer support, maybe medical, and clinical. Some experts in crisis de-escalation. Certainly peer support, but not all on the shoulders of peer support. And it needs to be culturally specific and responsive, so that someone in crisis can at least be supported and surrounded by someone who looks like them and that understands them culturally.

-Behavioral health—lived experience

As a mother of a 20-year-old that has been severely affected by his brother's death and is consumed with anger, I think he doesn't want to hear from a counselor. If he's going to listen to two people, and one's a counselor and one a former gang member that has experienced a lot of things maybe he's lived through, he's gonna listen to him. He's gonna say, "Hey, this guy knows what I'm going through." This person doesn't have their education through a book but has lived it and can tell me something real, you know, real to them. I think that's what would get to them more than just somebody that has knowledge book-wise.

-Survivors of crime



Engage and Uplift Our Youth

Youth issues need their own unique approach that keeps families intact; incarceration should not be an option.

Youth can thrive with family and community support

These kids are literally raised in a system that profits off their existence. So they're cattle, they're merchandise... so for those kids, I would change that system for them. For people who are struggling and trying to raise their kids, I would actually pay them to go to school, "Hey, look, I'll support you, the system is going to make sure that you have housing and you have mentors, and you have income and you have security, it's not going to be stigmatized.

-Justice involved—lived experience

Even when you're there to support someone, don't give me your word and say, "I'm going to come and support you at your program next week, because I really believe in what you're doing, and then you don't show up." Don't say, "Oh, my God, I have this awesome program. I feel like you and your brother would be great in it. You could come twice a week, at this time, all the time, no matter what. And we'll have XYZ to help you." Kids look forward to that, battered women look forward to that. But then when that changes, no communication, that just reminds them of the inconsistent lies and broken promises that they deal with every day. It might not seem like a big thing. But to me, I feel like it's big from experience in dealing with youth and dealing with people from all kinds of different backgrounds and ethnicities. My consistency, and how I operate with them; me keeping my word go so much further.

-Justice involved—lived experience

Like you got a family, they say you got a kid that grow up every day in negativity; parents is on drugs; Dad's abusive; all they do is drink and shit or talk crap. And it's just always violence, negativity; that's all you see, every day. We need to give them a different vision. physically though, mentally, emotionally, every day as well. Now they have a choice. Now they see life really does not look just like that. And then if we're doing that, say they mom

hear about it; a mom come, but she don't want to come, really come, but she come, she gets touched by a woman's story, or somebody does something for her that literally changes her life. And then she could go home, and she could change the course of what her home looks like; she could change her attitude. She could tell her kids she loves her every day instead of cussing at them, or whatever every day. I personally know these things work. It's just not enough of it, consistently, to ignite change. It's like once we start something, by the time we get the breakthrough we need, that's over and then somebody started something else all over again. And now we got to turn a light to the new thing when we were just coming around to this and this was working, and we were looking for the next step and the next level in this thing. We can't just start things for the praises, or for the financial income. If we really care, we need to treat it like we would our own household. We don't get paid to run our household. We don't get paid to lift up our household and keep our household positive and encouraged and engaged in life. So, we really care whether the paycheck is coming in or not; we have to literally still do that.

-Justice involved—lived experience

Black and indigenous youth... They're more likely to be removed from their homes from causes that are directly related to poverty rather than physical abuse or sexual abuse. And the state of Oregon has recognized this, many things around data, looking at the data, and they continue to find the bias and the racism, but they still have not done anything about it... We know that this is just another layer to the school-to-prison pipeline that foster care and removal from families, and that the black community, indigenous communities have been just terrorized by child welfare. I'm hoping as we're looking at police reform and mental health, that we look at the trauma from being removed from families, and how that's the beginning stages of all that's yet to come, when we're looking at addiction, and prison, and dropping out of school, that removal from families is typically just the start of that.

-Behavioral health—lived experience

When there are instances where you have youth interacting with the justice system, you need to have just plentiful resources to really be able to wrap your arms around that youth and family and say, "Hey, we got you, we know that these aren't things that you want to be doing or need to be doing. And we're going to figure out how to take care of you and your family, as a family."

-Culturally specific providers

I think the healing has to take place, not just with that person, but with the family and the extended community. And multiple generations – the person needs to be healed, but their father, mother, who had to pick up the slack

when they were in jail, or the brother or sister who didn't get to go to college because their brother or sister was in jail, the kids who had the impact of having someone being incarcerated – it spirals out. And I think we have completely inadequate resources to extend that healing out.

The biggest issue is there are agreed upon notions that we need to treat youth as youth, but we have inadequate resources. Affordable housing, guaranteed jobs for all of our youth, high-quality education for all of our youth... When youth interact with the justice system, you need to have plentiful resources to figure out how to take care of them and their family – and that takes a lot more than the staff that we and other small orgs and the county have. We've called on the state and federal gov't to make investments to add to what the county's been doing. The county can only do so much because there's so much it has to do. So, we need additional resources from other parts of our system to come into play here.

–Culturally specific providers

Since me and my team primarily work with young people ages 16 to 24, many of whom have not been employed before, the first step is to get any type of employment, any type of wage employment where you are starting to earn and accumulate some income. Now beyond that, we also provide more detailed career planning for livable wage employment, such as in the trades. And this involves partnership with training providers like Constructing Hope, who specializes in barrier removal for BIPOC young people determined to enter the trades. So What we provide is a mixture of transitional entry-level employment support, as well as education and training planning, so that you're taking the steps necessary to have a career pathway that leads beyond entry-level employment. I would like to see more grants to support participants to get involved either at Constructing Hope, or Oregon Tradeswomen, or at Portland YouthBuilders, or with another union training provider in the area, like the Electrical Workers Union. The NECA-IBEW [National Electrical Contractors Association- International Brotherhood of Electrical Workers] has a training office for electrical workers over by the airport, for example. I think that a lot of young people who would be able to get into those programs need support to stay in those programs. So a pre-apprenticeship is 10 weeks of full time training. Now, how are you going to pay for rent and food during that time? It's going to be hard, because you're not necessarily going to be able to be employed at the same time while you're in the training. So I think having more of those grants to support people while they're in training. That's a really good investment with a pretty immediate payoff. Once you finish a pre-apprenticeship in Oregon, or in our community in Portland, especially with a well-connected provider, like Constructing Hope, you will be starting a registered apprenticeship, probably within a month after you finish the pre-apprenticeship. And once you start accumulating your registered apprenticeship hours, not only is a registered apprenticeship well over the minimum wage, but it puts you on the path to a much higher-wage type of career.

–Culturally specific providers

I would say that Oregon specifically has a pretty bad track record of incarcerating youth. And so, if I could pick one area of focus, it would be that.

-Local housing systems

And at Southeast Works, for example, we still see a lot of young people referred to our programs, who have had the book thrown at them, like I mentioned, for relatively minor drug and property crimes. And we've seen a number of youth with say, unauthorized use of a motor vehicle, for example, who are saddled with several years of supervision and a criminal record. That presents a very significant barrier to employment.

-Street-level service providers

I feel like, in this job, I've learned some dirty little secrets that I didn't know before, and they've been pretty upsetting. I've seen several young people who are in custody in Oregon Youth Authority facilities like MacLaren Youth Correctional Institution in Marion County. We've seen a handful of youth that are actually eligible for release but are continuing to be held in Oregon Youth Authority custody because there's no plan. So OYA makes the call that instead of releasing this young person, we will hold them in custody until we have a care coordination plan in place. I mean, I understand they probably made the calculation, that there's very high likelihood of recidivism if there's no plan. So I understand that. It's just been hard to see that continued custody is sometimes chosen instead of release. And then in other cases, I know that people are released with no plan for care coordination. And they're released to houselessness. So it's just really frustrating.

-Street-level service providers

And at Southeast Works, for example, we still see a lot of young people referred to our programs, who have had the book thrown at them, like I mentioned, for relatively minor drug and property crimes. And we've seen a number of youth with say, unauthorized use of a motor vehicle, for example, who are saddled with several years of supervision and a criminal record. That presents a very significant barrier to employment.

-Street-level service providers

SROs are a fantastic way to start building those relationships early in a BIPOC kid's life. I was an SRO for four years; it was a fantastic opportunity to build relationships with young people to help them recognize just how normal and human the police are, just how much we care about them, how much we're not there to scare them; we're there to help build those bridges... So when we cut school resource officers, which were probably our most

diverse unit on the bureau -- that unit that was directly building legitimacy with young people and talking to them -- what was their arrest rate? They had just a record low arrest rate because they solved almost all problems without arrests. And so that unit goes away, and we lose that ability to build those relationships, and certainly those relationships with the BIPOC community.

-Street-level service providers

We had folks like Rob Ingram who helped redirect young folks, so I would like to see more of that.

-Elected officials

It worked for me because I just am at home, but it doesn't really work for other people that I identify with because they'll just be getting into trouble with the legal system.

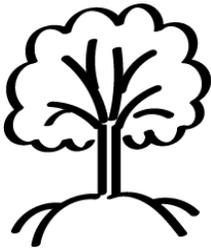
-Young people

The people that I know, they just do them, stay at home and just focused on themselves, stay out of the mix.

-Young people

I feel like people, the resources not options, more like resources, I guess it's kind of options, but the surroundings play a part in what you do and how things end up for you. So, you grew up around people gang banging and doing drugs and selling drugs to make their way, that's what you think you're going to have to do. Somebody to be able to show you that there's different ways, you know. You don't have to resort to that shit; maybe less incarceration of us.

-Young people



Address Root Causes of Crime

Reducing crime starts with solving issues of poverty, houselessness, neighborhood safety, gun violence, lack of employment, and accessible healthcare.

Communities need stable housing, good jobs, education, safe neighborhood infrastructure & less gun violence

We don't want killing in front of our houses. We don't want our mothers or sisters or daughters to be afraid to go to the store out of fear that they're going to get carjacked.

—Justice involved—lived experience

75% of houseless people interviewed said they were touched once with an outreach worker, gave information, and were never followed up with. I was talking to a person who runs CareOregon doing outreach for CareOregon, I said, "We talk a lot about services for people who are houseless. But those people are either a) significantly low income or b) disabled and/or both. So of course, they qualify for Medicaid services. Why in the world are we spending money that we could be using on actually bricks and mortar for services if these people are eligible?" And I've heard people, friends of mine that work at transition projects, saying, 8 out of 10 people in our shelters are signed up for the Oregon Health Plan, but they're not getting any services because they somehow lost connection to their provider and their provider's not doing outreach significantly, because they're overwhelmed with the case sizes that they have, and the people that are showing up. So, something needs to take place and saying, Look, if you're on the Oregon Health Plan, we want to find you; we want to help connect you back to services. And what does that look like? So, you see somebody suffering on the corner? The first question is, are they connected to services? 9 times out of 10, I bet they're signed up for Medicaid. Somewhere along the line, the last three, four years, someone probably signed him up for Oregon Health Plan, meaning that they have services, there's outreach services that can come to them and make connections. But unfortunately, we're so overwhelmed with the work shortage. And the health director said it a couple of weeks ago, "We're seeing more people at higher level of acuity and more of them than ever, ever, ever, ever before." So fundamentally, we see the person on the corner, we should ask, well, what has been done to try to support that person? And what are they connected to previously that there's some responsibility that's not being held up by the provider or the service provider or the managed care companies getting \$4,000 or \$5,000 payments a year for them to be on their managed care roles, but they're never seeing them and never making contact with them. Now I'm not suggesting somebody plays Florence

Nightingale, get out of their car and start addressing the person individually, but be impacted by the suffering to push the system to be to be more accountable for what's happening, and also to tell us Why is it failing us so much? If we're spending \$750 million a year, almost a billion dollars a year between the City of Portland and the County, and of course the Feds and State money on houseless services, why can't we do a better job of attempting to house 5,000 people? Where's all the money going? So those questions I would like to put in the mind of people that are driving by like, "I want to help. I don't know what to do."

-Behavioral health—lived experience

We should also understand that our significant lack of low-income housing for people who are hurt on housing is a huge issue in creating and making worse our criminal justice problem or behavioral health problem and our addiction issues.

-Behavioral health—lived experience

I believe that when people have their needs met, they are far less likely to commit crimes. To reduce involvement in the legal system, I think we have to address the issues in our society's systems that cause many of the most vulnerable in our communities to not get their needs met. Housing, mental health and substance use care, safety net programs like TANF, SNAP, unemployment, and SSI, etc. We see inequitable outcomes, scarcity, and unkindness in every one of these systems, which we know causes instability and stress in people's lives who are already dealing with a lot. And I can't talk about this without mentioning that domestic and sexual violence is still far too prevalent in our communities and requires significant preventative education and behavior change interventions to address the continued risk and increase safety.

-Survivors of crime

I think it goes back to these root causes. And to me, the dream system really looks like an affordable home for everyone. It looks like that guaranteed income. It looks like a guaranteed job. It looks like those plentiful resources. That takes all the pressure off of having to create a new justice system. I guess I'm not super excited about creating a new justice system; I'm more interested and excited about creating the conditions by which that is no longer needed. And that's harder. But it feels like we keep trying to fix a justice system that is just so fatally flawed... So yeah, that dream is more about not having that system at all. And having the richness of all the things that we haven't invested in, in our community.

-Culturally specific providers

Root causes – housing instability, economic instability, disproportionate discipline in schools, disproportionate policing, sentencing, etc. create the conditions where black and brown folks are increasingly interacting with law enforcement and driven to choose gang participation or violent behavior, criminal activity.

–Culturally specific providers

A lot is missing, particularly adequate funding for schools, for housing, for transportation, for health care--I think those would be the top four pieces that are missing. The dream for me would include all of the following: universal basic income, a guaranteed jobs program, guaranteed housing, universal health care, accessible mental health and substance use disorder support services--accessible [being] the key word.

–Street-level service providers

But the housing barrier is just so significant. So you have a young person [who's] 17, 18, [or] 19 years old, who needs housing and employment. How do you look for both of those things at the same time? None of the housing resources are accessible to you until you have employment. And so generally the employment piece is tackled first. And then you need some pay stubs under your belt before you are an attractive candidate for housing. A lot of times, to get a lease of your own, if you have a criminal record, requires some additional advocacy. And so that's what the case managers at Southeast Works can provide. And so that, sometimes, can push you over the finish line to getting a lease. But there's still plenty of property managers that won't accept you if you do have a criminal record.

–Street-level service providers

Housing first. We don't have any real true housing-first programs here. If we want to keep people out of institutions, we've got to give them somewhere to go. And if we want people to be able to access treatment, we've got to give them somewhere to go.

–Medical systems

[What's missing is] treatment, counseling, financial support, jobs, childcare, mentoring, dismantling racism, stopping the production, sale, purchasing of guns...in particular automatic rifles, using different approaches with gang violence.

–Medical systems

Legal justice should have more outreach people on their system.

-Houseless communities

I would say the biggest harm is no four-sided strategic planning over the whole spectrum of public safety. That includes everything from homelessness, to crime, to homicide, to suicide, to effective walkways for individuals, to safe streets, to effective schools, to schools where kids are safe. So, when I think about public safety in that bigger spectrum, I think the whole bio psychosocial person, an individual. How are you living? Are you being provided with the resources to live productively, whether it's do you live in a food desert? Is your community oversaturated with dispensaries and liquor stores? Are there adequate resources for the mentally ill? Are there adequate resources for the elderly? Are there adequate resources for single parents? I think about how are we addressing violence on an individual level, which is usually manifested suicide, which is what produces 80% of the gun deaths in Oregon? Or are we looking at it holistically?

-Community leaders

Policing is simple, I want accountability. I want transparency. I want to take some of the power from the police union, to insulate average and bad cops from a standard. But also, I want to invest in public safety because as a stat geek. The city is over 650,000, and we have anywhere between 1.2 and 0.5 officers per 1,000 people. So, we have a smaller force than most cities. We have an understaffed force... But let's make sure that we're fully staffed because part of what police are is first responders to our most critical or crisis situations in the city. And we also can't just say, well, we're fine. No, because if we have an understaffed police force, we have overworked police, which means they're more likely to make irrational choices under physical, mental, or emotional distress. And we don't want that.

-Community leaders

An ounce of prevention prevents thousands of dollars in mitigation and remedy. Our system of justice isn't just the police, the DA, the jails, the courts, the judges, the lawyers, the PO officers, the corrections officers, all of that stuff. Our system of justice is so intertwined in how America's citizens can live and thrive. Most of the people that I know, who have engaged in illegal activity – or stole something from somebody, or stole something from somewhere, or damaged some property somewhere – it is directly tied to a very specific need or an accumulation of needs not being met, very basic needs in humanity not being met or respected that has led to that behavior.

-Community leaders

So, there's always going to be some level of violence; we live in a violent country. So, that's not going away, unless we eradicate guns.

-Criminal legal reform organizations

You need housing.

-Criminal legal reform organizations

Justice would be a philosophical and practical commitment from all those involved to try to reach the root causes of the harm and how to address them, so that they are not repeated.

-Criminal legal reform organizations

True safety would be being able to identify risks and harm when they occur and trying to minimize those risks so that people who live in our communities believe and understand that there is an attempt to minimize risk to them. There is always risk, there's risk in everything in life. So, that's not going to go away. But that there's an actual commitment of minimizing that risk, and in a holistic way, rather than "we're minimizing your risk because we're locking this bad person up so you don't have to deal with it." That's not minimizing risk at all; it's just not. Over 95% of people who are incarcerated are going to be released, and they're going to be released right back into the same community they came from, and you're harming them along the way. So, you're actually increasing individual community risk and harm by doing what we do in the system, long term.

-Criminal legal reform organizations

Public and community safety come up – parents being concerned about dropping kiddos off at school for fear of deportation, individuals walking along the street with no lighting or sidewalks or infrastructure, to incidents of domestic or gun violence. These are intersectional for black or brown communities.

-Criminal legal reform organizations

Shifting community safety from a solely punitive system and start incorporating public health and economic prosperity in the picture of community safety.

-Criminal legal reform organizations

Equitable distribution of resources and opportunities. Keeping people out of the legal system requires access to opportunity. We can educate and train people of color all day long, but the moment that we are trained and don't have opportunity then we must revert to other ways to earn a living and provide for ourselves.

-Criminal legal reform organizations

Less gun violence. And just better interaction and connectivity with everybody.

-Young people



Additional quotes by topic

Nothing or not much is working

We're standing on a frayed net; 70% not working/30% working.

—Justice involved—lived experience

I feel like we still got a long way to go to get the proper justice that we need as a people and as a community. I still feel like a lot of the problems that we have going on are just being looked over in another way. So, there's still a form of injustice. There's still a lot of bad and unfortunately, because of all of the pain and all of the violence, this facade of when it's around, it almost still makes it hard to see the good as a whole. I think they need to take a step back and reevaluate everything and reinvent a whole new way of going about things whether it's voting, political, policing, support, all of those things. It's like, we are in a whole new millennium, we cannot continue to police the same way, talk the same way, even advocate the same way as we did say 5, 10 years ago, because 5, 10 years ago, America didn't know this. There's always been injustice, and there's always been racism and all those things throughout America throughout history. But this right here right now, this is new.

—Justice involved—lived experience

It doesn't work all across the board. So, some organizations, agencies, systems still suffer from institutional racism. So those doors are closed and will continue to be closed, because our voices are still a whisper right now. And until we get more people involved, more voices, then we won't be heard loudly. So, the other way I think systems aren't working is there's not a lot of advocates, there's not a lot of mentors, there's not a lot of community support. Some agencies or some organizations feel that they can pay or just issue a check to an organization and then that settles it. When, really, we need more advocates, more mentors, more feet on the ground. I work with youth, and it's heartbreaking to hear every other day, either one of your youth or someone you know, personally or even your neighbor has been victim to a senseless crime or police brutality or just any kind of act of violence. I think just as much as law enforcement wants to bring in more law enforcement when they assume that communities are out of control, I think it's the communities that want more therapeutic mental health support. And again, really just agencies that are passionate about working with their population.

-Justice involved—lived experience

Well, I can't really think of anything that worked well, for me because I didn't go through drug courts.

-Behavioral health—lived experience

This system or systems fundamentally wasn't set up as one mono-structure initially; we started with a system. And then the evolution is we add a widget here, we grow this project here, we put this together. So individually, these projects make sense and provide good service. But when we tack it on to the whole, it's hard to make literate sense of how does the system function effectively together, and it was never put together from the beginning to function that way. It's grown in fits and starts, depending on funding, or grants, or lawsuits, or headlines, or whatever. So, we add these different parts. But was never built to function as a holistic model. We need a great brand revisioning of the whole infrastructure to see how we can make a comprehensive system as a whole that makes sense and that people can comprehend. And I don't think we have that.

-Behavioral health—lived experience

Everything, the significant part of my recovery existed because it was my friends, my family, and my fellow sufferers and people in recovery helped me chart a path that was not available with the mainstream. They didn't have the resources; they could not meet my needs at that level. And so many people that I know who are on the road to recovery were put on one size fits all treatment plan, one size fits all A&D service. And it wasn't until they found their own path, and found mutual support, that things started to change fundamentally in their life. But previous to that it was just a sort of a merry go round.

-Behavioral health—lived experience

Well, that is kind of like a trick question, because, you know, with the death of my first son in 2015, and here we are six years later with no progress.

-Survivors of crime

I work with the homeless community Downtown. The system does not work for them.

-Survivors of crime

Judges and the jail releasing High Lethality Offenders is incredibly unsafe for the survivors of these offenders and the community. Police Officers are not showing up for calls or even writing reports. The DA's Office is not charging people on cases that have clear cut offenses.

-Survivors of crime

Incarceration is not being efficiently replaced by involuntary treatment for behavioral health and addiction disorders.

-Survivors of crime

The current system is not making Portland seem safe and welcoming to its citizens and visitors, all of whom are the vital backbone of the city. Break-ins, drug use, violent confrontations, and intrusions are not being prevented or deterred.

-Survivors of crime

The current system depends too much on punishment rather than engagement and assistance, but not on some tough love. As a former addict, I am shocked that we confuse appeasement with compassion and accommodation with help. Addicts have minimal free will. It takes a more complicated approach than we have been willing to try.

-Survivors of crime

I could write a book. And I know many have. I will try to focus on a few important points. --The justice system was never designed with survivors' needs in mind. Survivors of crimes have almost no decision-making power within the criminal justice system. When they are consulted, they often feel like it's just a box someone had to check, and no one cares what they have to say because it never changes anyone's mind or impacts the decision. Defendants get an attorney assigned in a criminal court case, and the listed sometimes thinks of the DA as the attorney that is supposed to meet their needs, but the DA is not their attorney and there is no one in the court process whose job is truly to work for the listed victim of the crime. All agencies that participate in the criminal justice system have practices that are re-traumatizing to survivors, and do not prioritize providing the best possible and least harmful service to the person who was harmed. Survivors often do not get many updates, when they do, they're often not given much notice, and they are rarely given reality-based information about what to expect next for possible outcomes. --The whole system was designed to maintain white-supremacy and the dominance of property owners, rather than with the goal of individual and community safety. The outcomes of this system continue to be racially inequitable, oppressive to communities who

are marginalized, and favor the wealthy. - Incarceration is not used equitably or in ways that actually improve community safety. We know that incarceration rarely improves a person's wellness (which is not helpful to changing a person's behavior) and actively creates risk factors for further violence. When it is used, there is no transparency with survivors about how long that person will be incarcerated, and survivors are routinely misled about the length of sentences and the reality of time calculations and early discharge programs, meaning that most victims of a crime are surprised and feel lied to when a person gets released. People who have committed severe violence and are at a high risk to reoffend, especially to hurt the same person, are often given sentences that don't seem to match the crime or are plead down to charges that don't come anywhere near the severity of what happened, and are not given programming/support while incarcerated to reduce the risk of harm when they release again. --The justice system is confusing. It's confusing to those of us who work in it, so it's definitely confusing to people who are justice-involved and to survivors, who often have experienced trauma which often impacts the brain's ability to receive and retain information. Often you can ask any number of people involved in a case and get that many different responses as to where the case is at and what could happen next. And there are so many different agencies involved in the "system" that survivors usually don't know who does what and who they can ask for help, and often have an incredibly difficult time even getting ahold of anyone.

-Survivors of crime

Portland has seen a large increase in criminal behavior and lawlessness.

-Survivors of crime

Community Healing initiation, more diversion efforts, but doesn't seem to be moving the needle much. Still seeing really high rates of black and brown youth that are not getting diverted – involved in gun, gang, and other forms of violence. Hard to find slivers of things that are working.

-Culturally specific providers

I would say that there's not really any systems that are working well, for black people, nationwide. But certainly not here in Portland, either. So, it seems a lot of our structures and systems seemingly were intentionally set up to not operate in service to black people. And now I think a lot of organizations and systems and governmental entities are kind of working to sort of shoehorn in equity into this kind of machine that is built on white supremacy. And that is normal, but maybe not effective.

-Local housing systems

I wouldn't have much positive to say about the system in that sense, the justice system. The things I would say it's mostly not working. I would retain almost nothing. The system still criminalizes poverty and racial inequality.

-Street-level service providers

There are not enough mental health resources . . .

-Street-level service providers

Probation officers, when they bother to collaborate, center clients' supervision and conditions over community-based services and what might be in a client's long-term interests. Supervision conditions interfere with employment too often. The EPICS application is too broad and ineffective. Women and trans women should be offered separate programming from male identified people. Probation officers, the vast majority of whom are not trained counselors or therapists, should not be asking clients to disclose or work on therapeutic issues with them when they are ultimately in charge of taking someone's freedom away. There need to be many more treatment beds, particularly for older and disabled clients. Sentencing continues to be heavy-handed. More dual diagnosis and long-term mental health services need to be offered.

-Street-level service providers

I think that it does very little to help curtail lesser crimes, and it does very little to help people who commit crimes. It does very little, to help them address their antisocial behavior, or to help them understand that they can't keep doing whatever it is that they're doing. The system is not even holding people accountable. I think accountability is important, but the end result is to fix behavior that the people have determined to be illegal, or at a bare minimum, anti-social. And the system does not do a good job of fixing those behaviors or allocating resources to people to help them fix those behaviors that are criminal... we're basically like ambulance drivers, bringing people into the system, taking them to the hospital, except the hospital makes people sicker, not healthier... and they're just left adrift in the community to repeat.

-Street-level service providers

I just don't know where to start because things are a disaster, honestly. I mean, do we want to start with the fact that if we're talking about Medicaid and Medicaid reimbursement and the fact that we have the Behavioral Health Force, there's no more capacity right now because we have no money to pay anybody. And there are a million problems.

-Medical systems

The problem is that this system is so cognitively embedded in its own old ways that it's just sort of changing the way the same thing gets paid for... we're not moving the way we understand how to treat and fund the chronicity of the illness.

-Medical systems

While there are great efforts to ask cultural communities for input, their input is not always advanced to action. This leads to frustration, mistrust, and inertia. Meanwhile, our community continues to suffer from lack of safety and access to resources that really get at what's needed.

-Medical systems

Over-incarceration of BIPOC communities-school to prison pipeline still intact.

-Medical systems

I think that there needs to be more of a restorative approach. How can accountability look different giving voice to all persons involved to work towards repairing harm?

-Medical systems

The lack of victim-centeredness in the current system hurts our clients in many ways. Timing of procedures not being aligned with what is helpful for their healing and recovery, not being able to receive what actually constitutes a sense of justice for many survivors, not being able to be reimbursed for ALL of the costs that survivors incur as a result of the crime (sometimes relocation is needed, a new car, lost wages beyond what Crime Victim Compensation will allow). While victims/survivors can write impact statements they are not to be geared to the accused and often there is information they want, or communication they desire that is not allowed. The system takes the human needs out of the equation. The cost of having to take off work to appear in court, testify, attend hearings...again not scheduled with victim/survivor's needs in mind.

-Medical systems

It's interesting because the system is based on all these ideas about what motivates people. And yet the accountability piece, the actual internal accountability piece is completely non-existent. And then the punitive responses are so immense that you're no longer thinking about, "Oh, the

harm that I caused, how do I repair this?" You're thinking about, "Oh my gosh, I am about to be caged for years of my life, and how do I avoid that?" or "How do I cope with that?"

-Restorative justice experts

It is not working.

-Restorative justice experts

The mainstream system is absent of humanistic and egalitarian values and is deeply rooted in retributive notions of justice. The system is also very top down, and robs people most impacted by crime and violence from having a say in their needs for healing and reparations.

-Restorative justice experts

It's really not working for me, and it's not working against me either. It's like a broken wheel. It's neither day or night.

-Houseless communities

Um, the criminal justice system not so much. And the housing system definitely needs a lot of work because of the fact that it's really kind of lacking. It's really lacking more services and grants to help pay rent for people who were homeless would be one of the ways that they could help more.

-Houseless communities

It is not working.

-Recovery communities

Not much is working well.

-Community leaders

It's hard to say what is working for us right now, because I feel like for me as a man of color, I don't feel like the system is really working in our favor. I just want to be honest because a lot of things that I'm seeing in our community, there's not a lot of programs. It's not a whole lot I would retain. I'm trying to be as honest as possible. It's not a long list for me.

-Community leaders

Measure 11 has probably incriminated and incarcerated more people of color than anything. And you think about the new law we just passed in Portland in regards to opioids – when you think about that law being passed, I think about crack back in the '80s. There wasn't any laws for that; they just grabbed everyone and left, put us all in prison. And those people are still locked up in prison 20, 30, 40 years later. Now we're changing and creating laws to support opioid use, and I just don't think it's fair.

-Community leaders

Policing has been something that we've been trying to figure out because I think policing is done in a manner of not policing as a community policing, but more like what's wrong and what's right. I remember a time when policing was more about the community; you knew every one of your own police officers. And so, they built that relationship within the community that they serve. So, when people, young kids and adults, would see a certain police officer come in, they knew that, "Hey, out of respect for that person, because you built that relationship, we're gonna follow the rules." I think what's happened now, it's a us against them thing.

-Community leaders

I'm not seeing how it working for us.

-Community leaders

Too many Black and brown people are incarcerated. Remove the crazy laws and policies that just create more harm such as high fines for unpaid tickets, throwing people in jail for long periods with low-level petty crimes, make people accountable for actual crimes such as breaking into stores, breaking windows. Do not release them on their own recognizes (like the guy stealing catalytic converters).

-Community leaders

I believe this is a deeper conversation that we will have to have about the system.

-Community leaders

I would say the system doesn't work for anyone except the organizations and businesses that are making money from this system. But other than that, for actually impacted communities. Although, you know, these generalized outcome statements are made about lowering crime or

violence; we don't get those outcomes. Instead, we get really disproportionate impacts on BIPOC communities as well as low-income communities, houseless communities.

-Criminal legal reform organizations

We're really, really far away in Multnomah County from having best practices in public defense.

-Criminal legal system decision makers

There are things that are helpful, but I think there are more things to be improved, especially when you look at education. There's still a lot of disproportionality in academic achievement, and that gap widened during COVID. We saw significant weight on local school districts to provide food and additional resources outside of education. Lack of childcare, universal pre-K outside the most recent ballot measure was an indication of lots of improvements necessary.

-Elected officials

The system is not working especially for black and brown communities. When police are called, these communities are more at risk. This prevents them from being protected and continues victimization. I am hard pressed to think of any ways the current system is working.

-Elected officials

Rethink, reimagine, rebuild. To keep people out of the legal system, I would ask what is the legal system for and what are the expected outcomes? We need to lead with that question.

-Elected officials

It is not working- we need to transform the system so that it works for everyone.

-Elected officials

I'm hard pressed to find ways the current system is working for my constituents.

-Elected officials

People can't get jobs, housing or other services if they are convicted felons. We have to find a way to rehabilitate them so they have better options than recidivism. This doesn't affect just the individual, but entire communities.

-Elected officials

We are still operating under old norms and rules. We need to translate the uncomfortable conversations we've had to actionable changes in policy and practice. We need to see state and local leaders propose a change to the old norm.

-Elected officials

Disproportionate, harmful impacts on BIPOC communities, low income, houseless, and other vulnerable populations.

-Elected officials

Over incarceration, fewer training programs, lower allocations of resources and opportunities. Harsher sentences for similar infractions leads to a much more difficult return to the workforce and access to opportunity.

-Elected officials

In general, poverty and trauma caused by systemic racism leads to Black and brown people being disproportionately likely to enter the criminal legal system. That in turn reinforces and exacerbates poverty and trauma, without addressing the root causes that led to contact with the CLS. Deficiencies are too many to list here but include: insufficient resources and pathways for diversion and access to necessary services; charge-based rather than risk-based decision-making that does not actually improve community safety; fines, fees, and other punitive processes that again don't improve public safety but do make it almost impossible to re-enter community; systems that punish poverty (eg bail); processes that isolate people in custody from natural supports (eg family).

-Elected officials

I struggle to identify the ways the current system is working well.

-Steering Committee

The incarceration rate is clearly far too high, as it has been for decades. Some reforms to the system are encouraging but really just preliminary and/or in the early stages, including some who will receive "second look"

hearings during their sentences. This might address some of the most egregious outcomes of Ballot Measure 11, but even with this tinkering around the edges, our justice system is still far too harsh and punitive. We still see many young adults who have had the book thrown at them for relatively minor drug and property crimes, saddled with years of supervision and a criminal record that presents a significant barrier to employment. Until Ballot Measure 11 is repealed by Oregon voters, we will continue to see the harsh impacts of that "tough-on-crime" era law.

-Steering Committee

It is difficult to navigate especially for those with the highest needs and we do not have a truly recovery-oriented system of care. I believe we aspire to but what we have now is disjointed and disconnected. There are many great services and providers all throughout the system but what seems evident is the lack of communication and coordination of these services, resources and systems.

-Steering Committee

The justice system has disproportionately jailed black and brown offenders. Incarceration has become a business, and law enforcement has used the system to "control" a population.

-Steering Committee

*I launched this project when I finally thought, "what the f*ck are we doing?" I have enjoyed 25 years of working with attorneys, in a therapeutic program for young people, making programs better, managing projects, and facilitating collaboration. But that's like polishing the small ball bearings in a monstrous, harm-inflicting machine. I believe involvement in the criminal legal system is a symptom of other societal failings, like: inadequate housing, a lack of quality behavioral health treatment/intervention, disinvestment in community based organizations and services, inaccessible medical systems, and underfunded schools (to name a few). This requires, in addition to antiquated statues, the criminal legal system to step in and do something. The system, in places, tries its best. however, more often than not, it continues to perpetuate harm on both "offenders" and survivors. We are not survivor led nor led by the needs of our "offender" clients. We prosecute people who are sick and also those who were raised in violent, under-funded environments and criminalize them for their struggles. And then we put them behind bars and have the gall to believe cages will help. The whole thing is messed up. It's an expensive, harmful beast that needs to be taken apart and reimaged so that all of the other systems that are supposed to be supportive and helpful are able to do so.*

-Steering Committee

Something has worked well

A lot of minorities feel they haven't been heard. So, you see a lot of nonprofits now, opening their doors to equity and inclusion, and kind of building a lot of these new projects around the underserved community. So, I think right now, I feel like we finally got some feet on the ground, I think we finally, not all across the board, but people are listening. So, I think what's working is, even this kind of situation, just being able to be heard. There are many of us with voices that have been impacted by the justice system. And a lot of our jobs is to prevent those who are coming up, that next generation, really educating them on doing things differently, and knowing how important and valuable their voices are. So right now, just being able to be in spaces like this, I think it's welcoming. And a lot of us are feeling more included; we talk about inclusivity. Anybody can I guess be invited to sit at the table, but a lot of people don't feel welcome. So, I think being heard is something that is starting to work.

-Justice-involved—lived experience

In terms of me, personally, I guess the system, when they stand on second chances and make an employment available for people with our type of backgrounds, I've been pretty blessed in that area.

-Justice-involved—lived experience

It changed good in the aspect that now law officials and public officials are being held accountable for their heinous crimes that they put upon us. And I really feel like they're honestly being punished because the State can't afford not to anymore. That's for, the George Floyd movement was so big across the country across the world, that I don't feel like they can afford to not punish everyone as a whole no matter if you wear a badge, no matter if you're a city official or not. I feel like the community has come together very, very huge, in terms of trying to have these type of interviews, and trying to have these type of programs, and trying to make a way more for the homeless, and trying to make a way more for peace, and trying to make a way to let the world and people who need to know be informed about what we're going through.

-Justice-involved—lived experience

And so that's something that ever since Measure 110, there's a lot more funding for peer support. And so that's a good thing.

-Behavioral health—lived experience

There is greater awareness, collectively, that may have not existed 10 years ago, or 20 years ago, but. or adding to that, the advent of technology, communication devices, I think has benefited our public safety and our healthcare service systems significantly. I think that has helped them improve how they work, their accountability to record outcomes and keep connected, particularly if we're looking at how is the system improved at keeping the client or the service user engaged in their services. And, as a member of the public, you can go and... I was just reading transforming justice on a website. Thirty years ago, when I first started doing this work, there would have been no website. So I think that's the advent of technology, and the ability to have an interface for the consumer or the service user to connect; and then also for the general public to learn about: What do we do when there's a challenge with these sort of issues around public safety or health care services?

-Behavioral health—lived experience

My kids have been through the juvenile system, and it's worked for them. And the people that I met on those journeys, even though something bad, turned into something good; put it like that, it really did. And then, you know, the probation officers, and it was more of like a family type of connection. But it was a good thing, because they really, really look out, not only for the kids, but for the family also.

-Survivors of crime

Decreased incarceration of the mentally ill and addicted.

-Survivors of crime

The current system is working to clean up downtown Portland and beginning to make its citizens feel a little safer.

-Survivors of crime

It protects my safety and property and provides me the benefit of the doubt. I am white, middle class, successful and retired, but also an ex-heroin addict and felon who did prison time 45 years ago and retired as a bank executive.

-Survivors of crime

That is really hard to answer since I mostly hear complaints and see the problems. I work within the post-conviction supervision side of the system in Multnomah County. Some of the successes I see there are that POs have an

increasing focus on assisting their clients in being successful and getting their needs met, as we know this increases survivors and victims of crimes' safety and the community's safety. I also see that many POs are willing to hear from survivors and ask them what they want and what is safest for them, before the PO decides what to do to respond to a violation by a justice involved individual. I do think jail and prison are solutions that many survivors of violence want, and so when it is wanted and incarceration actually happens, that is a helpful tool (however, there are so many problems with that, which I'm sure I'll get into in another question.) I will also note that there are many police officers (and others who work in law enforcement) who have had increasing training in oppression, poverty, mental health, and trauma, and officers who seem to grasp those concepts, or are trying to keep them in mind as they work, provide a much better service not only to survivors of crimes, but also to people who have committed crimes. (Unfortunately, there is still a lot of progress needed in this area.)

-Survivors of crime

Lowered police presence leads to less racial profiling and fewer racially motivated arrests.

-Survivors of crime

Teleworking is very helpful. Also, Restraining Orders being over the phone is a HUGE help.

-Survivors of crime

I do like our Multnomah County District Attorney, Mike Smith, I like prosecutors like him, who understand the power of the outsized power of the prosecutor's office, understands that the prosecutor's office is historically very oppressive, and has said over and over again that we will never return to those horrific 'tough on crime' policies. And so I do like how the Multnomah County District Attorney's office pays a lot of lip service to these problems with the justice system. And he knows very clearly that the prosecutor's office, historically, has caused so much poverty and racial inequality that we see today in Multnomah County.

-Street-level service providers

We did receive a housing grant in the fall of 2020; I think it was received around October or September, because I believe it was a larger amount of rent support--I think it was over \$100,000. I believe it was distributed by the Oregon Health Authority as part of one of their COVID relief programs in 2020. But that was a nice problem to have.

-Street-level service providers

I think the County has done a really good job – it's putting that out there and forcing people to have that conversation about race. We need to do more of that and have that be leading all the conversations. I've been very impressed with the County's starting off meetings with that, and that dedication and their BIPOC statement. That is something I want for at my hospital, and we're working on that.

-Street-level service providers

There is some good coordination between some community partners.

-Street-level service providers

There are a few clients who benefit from being supervised by a P.O. The housing and treatment contracts are helpful to my clients on supervision who are lucky enough to access those services.

-Street-level service providers

Detox was fantastic... It was a fantastic tool when we had it. Sometimes people, they didn't need to go to the hospital and take up a hospital bed. You know, because of their level of intoxication, they were unable to care for themselves, or a danger to others even. But it doesn't mean that they need to go to the hospital. I had a lady last night who, she was super drunk. She was stumbling. Could I finagle her into the hospital? Could I finagle AMR to take her to the hospital because of alcohol poisoning? Yeah, but that's not what she needed. She needed somewhere where she could just go be safe, detox, and sleep it off. And when we had Detox up and running, it was a fantastic resource. That really hamstrung us; that really took a very valuable option away from us to deal with people who were intoxicated, but also, we all know that that substance abuse and mental illness, a lot of times go hand in hand. If you could get that person to detox just enough, boy, it really helped lessen the impacts of their mental illness on themselves and on the rest of the community. Now that we don't have Detox, it's been hugely challenging to find kind of a timeout for these people, we got a very valuable timeout taken away from us... Detox was designed and built around dealing with somebody who was really drunk. They didn't need to go to jail, they didn't need to go to the hospital, what they needed was just a non-criminal intervention. And it was fantastic, very useful. Then as the years progressed, we were bringing more and more people intoxicated with methamphetamine. When we bring them into Detox that was designed for alcohol, we kind of broke the system, and stopped operating two to three years ago rather than fix it or converted or make two different programs. I don't know what the thinking was there. But I think you won't find a single cop in the city who doesn't lament the loss of that non-criminal justice tool we had. I think we all wish that we could bring that back. And maybe there's something for methamphetamine because currently all we're left with is to

put that person in jail, or to get them into a hospital bed, which is a loss in either direction, because that person going to jail is just going to rage down there for a few hours and then be let right back out with a court date that they're not going to remember, not going to go to, and then they're going to get a warrant out for their arrest, and that cycle is definitely not going to stop.

-Street-level service providers

It works on the really big, horrible crimes most of the time. That's an overly simplistic answer to a pretty complex question.

-Street-level service providers

We can concentrate on being really good and really efficient and really safe and bringing people into the system... We're good at quarantining society from people, we can maybe give them a timeout, but that is basically it... That's where the revitalization needs to happen. And we're the most visible part of that failure of the system. But I actually don't think we own a lot of that failure. And so, talking about revitalizing that, and recognizing that our role is to start that process – that's what I want to see.

-Street-level service providers

The system that the police participate in is good...when that call is serious enough, and when we have enough resources free and available to go to that call, I think that we do a good job of addressing an immediate safety risk or a major problem that is in progress. We have lots of specialty teams and units and skills and trainings to address very particular and different issues, I think in a really effective fashion. And we are able to be really efficient at driving that ambulance that Josh referred to, to the next step. Right, like that that person is in an active robbery, and we can get there with enough resources and solve that problem. Or that person is in the middle of a mental health crisis on a bridge, and we can get the right trained resources there to give them another chance at getting out of that state that they're in. We're really good at that. And I think that part of the system is working for us.

-Street-level service providers

A part that is working is how police and social service providers deal with domestic violence, which is a complicated social issue and a criminal justice issue. And for some reason, we don't fight with the social service providers, nobody sees us in opposition. And we will go and perform our role, which is a criminal justice role. And then the social service providers will step in and provide their role. And nobody sees us as in competition with each other. And it's taken 50 years of us working together, and we have social service

providers who will have confidential conversations, and not share that information with the cops. And we're okay with that. And for some reason, the conversation now, especially around mental health, sees us sort of as like competing for these calls, you know, that Street Response versus Portland [police] and who should go, and almost like there's a moral dimension to that, when really, we should be really pragmatic about like, who is the right tool for this specific case in this specific job? So, I don't know, I think you can be optimistic and say, well, there are examples of where we've been able to do that well, and it's not an all or nothing. No cop who works domestic violence cases says, "Ah, we should have them all." And no social service provider says, "there's no role for the cops for domestic violence."

-Street-level service providers

We're not in competition with Project Respond or Portland Street Response or whatever other entity or service provider wants to partner or work on mental health issues. I have felt that our relationship with Project Respond as it exists, like when I collaborate and work with them, I actually do think it's really functional and really healthy. They're outstanding for follow up. They're outstanding for those low-level calls that aren't criminal in nature. When I do have a crisis situation that has risk of danger and violence, I will often get on the phone with Multnomah County crisis line, or I will get on the phone with Project Respond. And I will talk to those folks. and they will assist me in solving that problem with the least amount of force that I possibly can. When there's time to do that. When I am able to partner and work with them, I think overwhelmingly that stuff is positive, I think the problem comes from a societal expectation that Project Respond can just parachute into a guy running down the middle of the street with a knife and wave a magic wand, and it'll be better and that's completely fictitious.

-Street-level service providers

I can speak to the portion of our program that deals with people who are experiencing trial competency issues or have been found unable to aid and assist. It is the ORS 161.370; it's the statute associated with that population. And in the time that I've had this position, I've seen a House bill pass and a Senate bill pass that have mandated changes to the statute, and I will say that the statutory changes that just were recently passed--Senate Bill 295--are probably the best statutory changes I've seen happen in my time in this program, in order to help divert individuals from forensic commitments at the state hospital... that's positive.

-Medical systems

To some degree it is the only leverage that we have to hold folks accountable.

-Medical systems

Receiving referrals from the Multnomah County DA Victim Advocates and having a good working relationship with them is very helpful to the crime survivors we serve. Being able to receive Crime Victim Compensation allows victims and survivors to get the healing services they need in a very timely manner. Being recognized as many in the current system as an important voice for victims/survivors as well as restorative justice approaches works for our organization and our clients. The idea that there are "victimless" crimes (i.e. car theft, burglary, etc. other than direct violence to a person) is a falsehood. In every case harm is done to a person who becomes a victim by that crime.

-Medical systems

There is an increasing awareness of the need for services that are envisioned through the lens of race, ethnicity, and culture.

-Medical systems

Well, criminal justice actually put me in touch with a program not too long ago called Weed, which got me into my current program [unintelligible program name] where they got me into housing and eventually will pay for my rent for life.

-Houseless communities

Jail gives people a timeout, whether it's right or wrong. I'm thankful for those 30, 60, 90 days, brief times where I got three square meals, and I went to bed every night, and I was in an environment that wasn't necessarily safe, but it was structured. I knew that, and then I could get back out, and it would take me a minute to build back up to the insanity. But if there's none of the breaks, these people are just out here for months at a time just going deeper and deeper into this dark place. And some of those systems really rescue some of these people, whether they want to accept it or not. They're mad at the moment, but usually, once they get a few meals and they settle in, it just changes.

-Recovery communities

Whether it's city or county, we have an established mechanism that has identified certain areas of public safety that need to be addressed. The fact that our city and local government is actually understanding that these are things they need to address, that's what's going right.

-Community leaders

The system is working because there's a lot of opportunity for resources and programs that we have established. We have a lot of nonprofits who are willing to work, who are doing work on the ground, and really working with communities of color, trying to change our community outlook. And so, I think the system has given us—there are resources for us. I just don't know if there's enough resources.

–Community leaders

At MPD, all of our clients do have an attorney, a legal assistant, and an investigator that's assigned to handle their case, which is a positive. You have that team approach and collaborative approach to representing clients. And the people who work at our office are really dedicated to the mission and to represent our clients to the best of our ability. But we're underfunded and under-resourced.

There are some strides being made recently, we think that Portland Street Response has been very promising in terms of having a non-police response to people who are in mental health crisis.

–Criminal legal reform organizations

We have worked really hard to reduce jail usage within probation and parole... we're following evidence-based practices; we're really letting the science inform us – we know that jail doesn't help to change behavior. We know that it's there, though, as a public safety measure when people are an immediate risk to our communities. And that's how we utilize it. We also know the disparities are grotesque... And with that, we are investing in programs and services that are community-based, that are culturally-responsive. And we take a lot of risks that way because, as I said, we focus on evidence-based practices. A lot of culturally-responsive programs are not evidence-based practices – they're promising practices; they're best practices. So, we're also willing to take risk... Within DCJ [Department of Community Justice] we have probation and parole officers, juvenile court counselors... they care about our families in our communities. and they're working hard to help people change their behavior, so their public safety impact is long-term, not short-term . And I really believe that we're building stronger communities. And we are focusing on victims... being intentional within DCJ in highlighting the issues that face victims, getting resources to victims. And that's a holistic approach that we take within DCJ.

–Criminal legal reform organizations

I think that there are a lot of good intentions and aligned intentions for people with disabilities, particularly mental illness. I regularly talk to the stakeholders in the system, including people on the law enforcement side,

and everybody agrees that we would like to have fewer people with mental illness in the criminal justice system. So, there is an agreement on how we should be serving that population... But overall, I think the main way that the system is starting to serve people is it's starting to have an actual awareness of how many of the people in the system live with some kind of disability.

-Criminal legal reform organizations

Multnomah incarcerates a lower percentage of nonviolent offenders than just about any other county... our utilization of the state hospital, I think, is more intelligent and intentional than just about any other county. And I think that we relentlessly bend in the direction of leniency and opportunity diversion for defendants more than pretty much any other county. I think we have unique challenges that go up against that in terms of the draws on our system. But I think the resources that we have, we tend to deploy with an eye for not just slamming people into prison...

-Criminal legal system decision makers

What is working is the fact that we're acknowledging these issues and we're committed to working through them. In Multnomah County we're doing that now through LPSCC and our own jurisdictions.

-Elected officials

We have crime victim advocates, assigned to crime victims, a resource for counseling, funds, judicial process; they're there to answer questions. That's been helpful.

-Elected officials

After 2020, there are more venues in the system to hold a conversation, at least in Multnomah County.

-Elected officials

Keeping communities safe. Even though the public safety system has been proven to impact people of color in a more stringent manner it still enhances safety for the community. Most people of color do not want to completely get rid of the system; we want it to be improved though!

-Elected officials

I do hear occasional anecdotes about someone who finds a path to recovery from addiction only after entering the criminal legal system, either because they are forced to or because it was the only way they could access services.

-Elected officials

I am pleased of the well-intentioned collaboration among criminal legal system leadership. There is true desire to work together to make systems better for individuals and the community. I have heard positive experiences from both justice-involved individuals and crime victims when they are able to make quality, consistent, 1:1 relationships with someone -- from a probation officer to a case detective. But that is about quality people within a dysfunctional system.

-Steering committee

Multnomah County District Attorney Mike Schmidt is the type of prosecutor that understands how to responsibly use the outsized and potentially oppressive power of the prosecutor's office. He has promised again and again that we will never return to the "tough-on-crime" policies that caused so much of the poverty and racial inequality we see in Multnomah County today.

-Steering committee

The system does seem willing to change to respond to the need of the folks we all are trying to serve so that we can create a system that works.

-Steering committee

I acknowledge that we at least have a system where persons are afforded an opportunity to defend themselves, and a trial by jury is a right. There is a general understanding that incarceration is not the best option for most people.

-Steering committee

Voices must be heard about needed changes

The public needs to be enlisted in that change, and the education around it so the public will support it. Not just a special-interest thing, but for everybody, benefits that can be better for everybody, benefit all people here. Nothing that is special interest is set up to be successful in America. Unless the public is educated around what the common good is going to be...

—Justice-involved—lived experience

I would say including more people bringing what they've experienced to the table. Like I said, you're not going to bring a plumber to do an electrician's job. Bring people with that lived experience to the table. What it would be is essentially, it's like, I have a 15-year-old son, and I work with youth. I kind of give them leeway, so it's like you allow them to create their own consequence. So then when you hold them accountable, it's not what I came up with, it's what you said would be a fair punishment to hold you accountable. I think if we have criminals or former criminals at the table when decisions are made or policies are made, it's more reasonable for someone who has been incarcerated to be at the table and say, "I say we do mental health treatment, drug and alcohol treatment," those options versus incarceration, or versus "You're going to learn your lesson with this 15 years."

—Justice-involved—lived experience

I really hope that what you guys are doing really paves the way, makes a difference. I hope that all the voices are heard, but not just heard, I hope that action comes from what they've heard. I feel like at this point, what do we have to lose? And that comes from us, as a community, and us as the Justice Department, all the way up to the politicians, all the way up to the White House, all the way up politically. I know we can't change the world in a day. But what if people become more doers, instead of just speakers or hearers, we can ignite change one day at a time. It has to be active actions taken. While me and you are talking, there's got to be somebody else putting something in line in perspective for the next thing to happen or the next thing to be heard; it can't stop this problem we have in America, period, or in the world, period. But right here in our system, in our city, with the injustice, Black Lives Matters, just African American people, it's not going to ever change just on that. It has to be consistent, positive, fruitful action taking place. Doing more than just talking will put us in a better position in our communities.

—Justice-involved—lived experience

Coming from a culture that is supposed to be the model minority, coming from foster care, coming from all of the systems, I never knew that my voice would even matter, there was never any chance for me to feel like I had a

voice. And, so, in fact, to be at the table to talk about what is not working in the criminal justice system is something that I never dreamed was even possible that we would even have this conversation.

-Behavioral health—lived experience

So much of my life... there has been nothing. There has been no transparency, there has been no feelings, there have been no motivation, or voice, or anything. And I get to have that today.

-Behavioral health—lived experience

Need to hear youth voices, women's voices, Latinx youth, people that have been incarcerated and especially for the offenses that just don't make sense to be incarcerated for. It's such a spiral of impacts, not just one person, it's whole families and extended networks that bear the brunt of that damage – and it's inherently multi-generational.

-Culturally specific providers

For houseless folks, how can we tap in and hear more of that other piece of it to create more of a system to it, which is what I think we're doing here. But I think we really need to kind of re-evaluate and look and be creative and not afraid to flip it around and be like, "Well, how could we consider it like that? What is that special sauce that has somebody be like, "You know what, that officer's pretty cool. I like when they come and check on me. That's great." What is that? And then how do we share that around?

-Street-level service providers

I would want the voices of those in custody to be heard much more. I think those who are stuck in that cycle of incarceration can speak with the most authority on how to break it. And how to set up those in custody for healing and success in life, with their careers and their health and their families. So yeah, I would want the voices of those in custody to be heard much, much more.

-Street-level service providers

BIPOC. And that's sort of a squishy term. I don't know if we mean Hispanic people. I don't know if we mean Middle Eastern people.

-Street-level service providers

It's very frustrating for the people who are actually doing the work, who are in the trenches day-to-day serving the clients--we know what people need, and nobody will listen to us. It's just high-level decisions happening.

-Medical systems

I think we need to get the consumers at the table, I think that we make a lot of these decisions without actually talking to the people we're serving.

-Medical systems

It needs to be a panel of people from all walks of life, sit down and discuss openly what's working and what's not working.

-Houseless communities

Youth – they're the most underserved, they're the most neglected, and they're not sought after for their opinion or input. This is the world they're going to inherit; they're inheriting this world. When we have these town halls, we should have town halls for kids, we should get their input because they see the world through a different lens, and a less biased and prejudiced lens.

-Recovery communities

Having people who have been through every aspect of the criminal justice system, as part of the decision-making process. You have no better content expert than a person who has experience wisdom. And there are a lot of individuals who've been through the criminal justice system, who are transparent, honest enough to say, No, I went because . . . it was my fault. But once I got there, these are the ways the system works against a person coming home whole. These are the ways when you get out, like for example, 60% of all gun violence and gun death in Portland, is perpetrated by individuals on supervision.

-Community leaders

Voices and people of color at the table helping drive and making these decisions. I think that's the biggest issue is the people who are making decisions have no touch with reality about the deficits that we're facing when we look at communities of color. You have people who are making decisions who have never been incarcerated, never had a family member incarcerated, don't know anything much about the penal system and how the policies were made, but yet they're making policies for a group of people that they have no understanding of. I think that's the biggest issue for me. And having a say, and having the opportunity to really give feedback, and

really help guide the decision. We don't have to make the decision, but giving them an opportunity to guide the decision.

-Community leaders

When we look at BIPOC, you would have to break us down in our own race and ethnic backgrounds. Because what I need as an African American male in Portland, Oregon is totally different from what a Asian American needs. And so, when we say BIPOC, what does that really mean? What does that look like? Because I really care about black people in Portland, what does that look like for me? Because everyone knows my struggle in Portland, my struggle in America, is totally different from any Asian American and Pacific Islander who's here, and any other race, ethnicity— we're different. And putting us in a group and saying come serve one, serve all, is the first thing we need to think about. And break it down, by ethnicity and by race because I think that's a start. And we can start there, and then we can look and say, "Hey, what are this community's needs? What are the needs of this community? How can we assist and help him get resources for this community?" Because it's different. When people say BIPOC, I'm like, what does that mean? And what does that look like for black people? Because you're telling me that when you say BIPOC, you're saying that I'm putting everyone who represents communities of color in this same space, and I'm going to give them what I think they need as a group, as one big group. And I think that's not fair to us. Because like I said, we all have different needs.

-Community leaders

There has to be voices of people in the system – parole and probation and the community.

-Community leaders

I think it's a philosophical shift. And I think bringing in community. And what I mean by that is not like marketing and PR, but kind of this idea of really outreach to the community as to what do you want from your criminal legal system? What do you think works and doesn't work? What do you want to see like? What are your goals? What's important to you?

-Criminal legal reform organizations

Others' successes and available data should be reviewed

If the data shows how many people aren't being served, then the funding should actually coincide with the needs of the data. And where's the technical support to make sure that population of people, of organizations that are working culturally specific, have the technical assistance?

-Behavioral health—lived experience

My dream was to spotlight what's working and to widen our perspective. I often talk about what folks are doing in Canada, what folks are doing in Northern Europe, what folks are doing in South America, what folks are doing in Africa. I chair a state subcommittee called Tools, Technology, and Access. Last year we interviewed the housing director for a project in downtown Vancouver, BC dealing with people who were severely addicted to opiates. And their different approach to trying to house them was just fundamentally different than anything I've ever heard on the west coast, from San Francisco to Portland to Seattle and what they were doing. And I just think, fundamentally, we need to realize there are projects that are moving the outcomes and having better successes than the dominant paradigm and what we are doing here. And I think we need to be more curious about that and ask questions around that.

-Behavioral health—lived experience

The statistics suggest that the average is seven inpatient treatments for their addiction before success. Now, of course there are people who are going once and having success, and there are people probably going 30 times and having zero success. But the question is, why are we funding services? Is that an acceptable rate of failure? Or what are we doing wrong? Or should we redraw our ideas of what clinical and therapeutic treatment or services look like to be more efficacious? I was actually told in 1999 by the chief psychiatrist of Multnomah County, "We do not have time to look at outcomes, we have a system in crisis, and we're about ready to go bankrupt. So, we'll get to that when things settle down and we put out all the fires." Our system is always in crisis.

-Behavioral health—lived experience

I can't remember if it's in Norway, or some Scandinavian country, years ago that I read about how they manage their chronically mentally ill population, and it is very community, home...literally home-based... Oregon could get way better at actually learning from how people do things rather than just... an expert report that goes on a shelf, but let's actually draw from it. We reinvent the wheel here every time because we're unique. But people in other parts of this country and other countries have done things really well. And we need to not just go looking at what they do, but actually learn from and apply lessons learned, because we have to make it our own snowflake every time.

-Medical systems

If we would be open to looking outside our area and even to places such as the Netherlands who literally saw what they were doing was not working

and were willing to reinvent the system [too much to put here]. They went from the highest rates in the world of diagnosis of schizophrenia and psych med use to the lowest.

-Recovery communities

The city does a bit of bad business, because it doesn't treat the city like a business. If you take law enforcement and public safety and do a SWOT analysis by each domain—strengths, weaknesses, opportunities, threats—what a robust perspective we have. Then you bring in content experts from all sides to look at the findings and the data and develop ideas for a robust solution. And then we use that and develop strategy and policy based on that.

-Community leaders

We need an ambitious vision that goes beyond term limits... a longitudinal analysis. How much of how much of our troubles and how much of our policy is cyclical? And how much are we rehashing things with a new outfit versus actually saying, "okay, that's really investing in public health model," and come up with theories and test them out and see, but also investing in in new visions and ideas.

-Community leaders

It's more nuanced than that; it's criminal behavior that needs to be punished. I'm not convinced it's actually true. And particularly given the restorative justice movement. That's what Common Justice has done in New York.

I know people talk about Scandinavian countries. And yes, those are more humane prison settings. They're more like houses, you know, where people work together. They have chores. I mean, wow, that's a novel concept. I mean, why wouldn't you want that, because ultimately, you want the person to be rehabilitated, and be able to get back into their society with skills to be able to succeed in the community.

So public defense, because we're chronically underfunded, our ability to really do data and research is hampered by that. But it would be fantastic to have systems in place to be able to track information on race, gender, and in other areas in terms of who's being charged and what the outcomes are. And then what services were able to find and provide for individuals in that scenario. So, for like the literature program, the Multnomah County Justice Reinvestment Program, we have a social worker and a case manager, and we do prioritize people that are not white; we absolutely do, in terms of who we service, because we can't have our social workers work with everyone; there's too many people. I think some data and research would also help.

-Criminal legal reform organizations

I just spent a month in Louisiana with my sister who's very involved in the public health system there, and she is extremely needy and disabled. But I was just struck at every level – sometimes it was hard to get appointments, sometimes there were bureaucratic barriers – but at every level, there were people there who were focused and wanting to help her get better; like that was a shared mission. And I just can't help but think there are some lessons that we can take from that system in the way that we approach people. You know, we don't have insurance companies staring at our back just saying no, don't do that, do this because this is evidence-based, but we might benefit from that kind of oversight and direction. So, I just think a totally different approach is something that we should seriously consider.

–Criminal legal system decision makers

The system in Norway is completely different – rehabilitative, restorative.

–Elected officials

Hearing from organizations and individuals and coalitions about any research they've done in addition to making sure we have the right information and data points and lived experience to be able to inform.

–Elected officials

Make some quick changes/Keep trying new things

They need to change their protocols, they need to change their strategies, they need to implement more things that keep us safe, but can't always just be a shoot or be killed situation. That part is crazy. I think they need to just try everything that they have never tried. How about that? Policies that people have tried to come up with and say, "You know I think this would be great," that they kind of shut out the advice, and "We're going to go with this." Well, whatever you went with didn't work. So how about try to reinvent the things that you turned down at first – or something!

–Justice-involved—lived experience

We need to stop talking and do and find some actions that go with it... There's a lot of things that I see that we can just start doing and learning our lessons as we do it. And if we can just take baby steps and learn from those baby steps; then we can maybe start moving it forward... It seems like sometimes the systems will be so afraid to do anything that they won't do anything. And, so, it's that balance of just being able to have a voice and then to the next step of having some action that goes with it.

-Behavioral health—lived experience

I think it's good that we're taking time to talk about it, right. But I just don't want it to turn into, "Hey, let's talk about it. And then let's meet next month and talk about it. And let's talk about it. And then guess what, guys, we're going to go ahead and talk about it. And then we're going to move it to the next meeting. And we're going to talk about it some more. And then guess what, guys, I think next meeting, we're going to go ahead and talk about it some more." Because that's all it ever is, is band aids and talk, right? Where's the true change? Where's the true healing from... man, so many people I know have died and been killed by the police. How many people, you know, native and African American? How many murdered and missing Indigenous women are just gone? And nobody talks about it? Nobody seems to... It doesn't really even reach people's radars. Those are the true things. I like the idea that we're talking about it. But like I said, it's just probably going to be talking about it and talking about it. When are my millions or thousands of missing sisters coming home? Not raped or dead?

-Behavioral health—lived experience

So, these are the kind of things that if we talk about it, we have to [actually] do it, whether it's budgeting or whatever – because while they're budgeting, we're writing funerals.

-Survivors of crime

While there are great efforts to ask cultural communities for input, their input is not always advanced to action. This leads to frustration, mistrust, and inertia. Meanwhile, our community continues to suffer from lack of safety and access to resources that really get at what's needed.

-Medical systems

We were talking about how hard it is to turn good ideas into actual implemented work. And it's true. We just put people around tables, and we just write reports, and we have brilliant ideas. And they don't go anywhere because we can't just make tough decisions. We can't just say, "You know what, it's not perfect, but we got to go here, and let's just do that." Oregon, and maybe Portland specifically, is really good at telling you who they're not. But we can't decide who we are. Just pick something, and be it, and commit to it, and know that it is not everything, and it won't be perfect. We have to figure out how to step up toward a shared something that we all can say, "Alright, that's the goal." And it's not going to be easy to get there. And we're all going to make sacrifices. But we got to get somewhere already.

-Medical systems

These are the kind of conversations I've loved. These conversations, I'm going to be like, 'Oh, I'm gonna be kind of optimistic and excited about the possibilities of what we can achieve and do and dream'. And I just really want to be able to put the pieces in place to make it happen.

-Criminal legal system decision makers

I get frustrated about reimagining, re-envisioning. Our communities have already had these visions. It's a pattern of mistrust and broken promises that adds to the trauma that we're experiencing on top of everything else.

-Elected officials

Philosophical shifts toward anti-racism are required

America is so deeply racist and so deeply divided because it's set up this way. The unifying principle of America is white supremacy... Everything else is going to be a different level of a band-aid.

-Justice-involved—lived experience

I guess historically, a lot of things were designed to keep us segregated. And, I'm talking slavery, a lot of things were designed, obviously, to keep us in line or in the ownership of someone. So, obviously, marshals were created. But I wouldn't say changing systems, as in taking away law enforcement or courts – it's the policies that needs to be changed. So, I'm not for taking away the courts, because there are people out there that do bad things. I'm not for taking away law enforcement. Because as much as I may dislike or hate someone that commits a crime, I'm not going to exhaust my energies, vigilante justice, or I'm not going to make a citizen's arrest. So, there's someone for the job to do that. And I agree with that. I just don't agree with how some of them do their job. So, I think that's when I talked about that education and that training piece, that's what's most important. But I think the systems that are in place, to some extent they work, but to another extent, they just don't work for black people. So, with that policy, we got to take away this institutional racism. And I think certain systems will work for all. But I'm not talking about the systems that have incarcerated innocent people. I'm not speaking about those systems working. But it wasn't the systems that incarcerated the people, that was the people who are in charge of the systems who made sure that the guy who got a traffic ticket was taken away from his family for several years. I don't think we can really get change until we change the people that make the policies or create the policies.

-Justice-involved—lived experience

Okay, so for me, starting with race first – and this is always a touchy subject because I am African American – but I've always been, as soon as Black Lives Matter started up, I've always been a [proponent] of All Lives Matter. And so when I asked a question like this, I don't necessarily answer it from a black woman's perspective in terms of my race, I answer it from a perspective of a woman who is a mother, who is an Auntie, who is a grandmother, who is a sister, who is a daughter, who is a friend, and who has friends and loved ones of all diverse backgrounds, and natures, and ethnicities. And when I look around my community, I don't just see black people or people of color that is hurting, and who are damaged, and who are suffering from injustice, and those things. And so I feel like even though it is great to recognize us because we have been the oppressed ones for so long, and our people have went through so much. For me, it's hard to just see the black and white because I see the Indians who were hurt, I see the Jews who were hurt. I see Caucasians who were hurt, too, because the stigma of what was done to black people, so now black people are racist to them, and so on and so forth. So many people as a race has been unjustified [sic], and so I feel like instead of trying to come up with something that singles out a race and/or culture, let's come up with something that involves all of us as a people who are being hurt, who are still losing their loved ones, who are still being harassed by the police, the people with disabilities, people we're meant to help, people who come from broken homes. All of us come in all shapes, sizes, and colors. So, I feel like, instead of hearing so much about one or the other, let's hear about it all and come up with a whole fundamental plan that addresses how to help period. Because I know the help that I might need my sister right here who looks nothing like me, might need the same type of help that I need. But does she not get it? Or do we not focus more on her because she doesn't look like me? To me when we do that, we're not doing nothing but just inverting what we're trying to fight. Because for so long, we're fighting because we feel like we don't matter, like we've had so much done to us as a human race, as African Americans. But when we can get so consumed with fighting for us and our cause, we forget about this lady right here who has suffered the same things and the same fate, she just doesn't happen to be black. And if it's okay for me to sit here and ignore that, because she's not black, then what makes me better than the ones who I'm trying to fight against who has ignored us for so long, because we are black.

-Justice-involved—lived experience

We still have some miles ahead of us to make sure we have an equitable and just and colorblind system that doesn't discriminate people based on their culture, or their ethnicity, or their race.

-Behavioral health—lived experience

I have to say by a lot of discrimination going on.

-Houseless communities

America's got a dark history. Black people don't trust white people, they just don't. Indians don't trust white people. Asians kind of stick to themselves. You see it all over the place. And the truth is that how do we create a place where people trust again? Well, you start with one person, and they have a good experience, and then it starts to spread that these people really genuinely care. And there has to be consistency across the board. I think we just have to create opportunity; and what that looks like, it's gonna look different for everybody. And we need to be open to other people's opinions on how to create that safe place for people to come to and trust that their needs are going to be met. Because historically, this system was not designed for African American people to thrive in or, or prosper in. A few people make it through and make it out, but they have to conform in some degree for that to happen. I think it's creating opportunity, and it probably won't look a lot like what white people think it should look like because they have their perception of what help looks like, and then they think that everybody gets help that way.

-Recovery communities

I think policies and laws that are set up to not be in the favor of communities of color, I think we have a lot of policies that need to be rewritten. We have people who are making decisions who don't understand the perspective of communities of color, and I think they make policies that continue to push things that are not in the favor of communities of color. When I think about justice, I think about change, and how do we change laws and policies that adhere to making sure that all people are treated equally across the board, and have a fighting and a fair chance when facing ridicule in our justice system?

-Community leaders

And being a part of that grand jury, I didn't really understand why I was there because obviously the DA already had asked certain questions, knew what he was trying to get at, it was done in a way that they did it to have me to be a part of a process to say, "Hey, we utilize the community to be a part of this process. And this is how we got to this conclusion." But they already had the conclusion before they actually came inside. To the community it's like, "Hey, we brought in community members, and they were a part of this grand jury, and they helped us guide and make decisions." And that's really not what it was for me. It was more of the group of people saying, "Hey, we have a decision, but we just want to run it by you guys to make sure that it looks good in the community."

-Community leaders

Justice means everyone gets an opportunity to have equity, meeting people where they are and not just giving them a piece of the pie. When I look at the system, for me it means that as a person of color, I can walk into a justice system where I feel that I'm innocent until proven guilty, and not guilty and I have to prove my innocence. That's when I feel that we will be in a system that supports us as an entire country, and not a system that just supports a certain group of people. For me [the ideal justice system] looks like the criminal justice system that we have here in America, in my community, should look the exact same for whites as it looks for blacks. That's it. Everything is about power. No matter how we look at it, no matter where we go, what you do in America, everything is driven by power. The people who have power get to make all the decisions. And we know the decisions are going to be in the favor of people that look like them. That's just the way it works. I'll end it with that. That's just the way it is.

-Community leaders

One of the things I think we can start by doing is eliminating the word BIPOC. And the reason why is it just makes everyone a monolith. It just lumps all these people into this one thing that's easy to say, when the issues that face our communities of color are not easy, and they're complex, and what happens with each of those communities – black, indigenous, and then whoever the POCs are, you know what I mean? I think we just need to call it what it is. That's the first thing that we can do. I think the second thing that we can do is rather than going back to the past and how the past has harmed our country... I mean, slavery impacts our world today, there are slaves today in our world, all over the world. And so I just think that we just need to just be focused on what we can do now. And I'm not saying this to be combative. I just think that we just need to figure out where the disparities lie, and then figure out how to be intentional and proactive about reducing the disparities, and uplifting what needs to happen in our communities so that blacks or indigenous people, or Latino, Latina, Latinx, Asian and all of the cultures underneath the Asian population--that we are being really clear about where those disparities lie, and then be committed to reducing the disparities.

-Criminal legal system decision makers

We also have to give BIPOC communities the tools necessary to be successful when we invite them to the system to make change when the system has historically worked hard to exclude them.

-Elected officials

Move from punitive to restorative: recognizing humanity & respectful treatment are essential – accountability is key

In terms of people being arrested, and tried and convicted, I don't feel like that should go away. We can't just have a whole world of crime with the no consequences. I don't care what you look like. I feel like even though we can't see it all the time from the outside looking in, it still absolutely makes us safer to have that. Because just imagine if we didn't; then every single rapist, every single child predator, every single murderer, every single serial killer, every single arsonist that is locked up for all those things will still be right here in our community. Imagine just how much even more chaotic a world we would live in. So the justice system period, I don't feel like it should go away, from traffic tickets to eviction court. All of those things play a role in our society. I just feel like the system should be rewritten a little bit. It is not no longer 1987, 99; it is 2022. What worked 50 years ago, even 25 years ago – the world is different than it was 25 years ago. So how are you still implementing the same systems, the same consequences for the same things? Things are different. I don't want any of them to really go away. There's always going to be somebody in our world that is going to need that type of support or feel like they're getting that type of help or that type of justice. And you take it all away, what else do we have to call on?

–Justice involved—lived experience

I just believe in second chances. I believe people can change. I'm one of them. I'm definitely not who I was 10 years ago, for sure. I've always pretty much been a good person, but nevertheless, I have my shortcomings. So, I always believe in second chances. I always believe that people can change, but we'll never know if we don't if we don't give them a chance. And they do have stuff – they have treatment centers, and they have like community service, and they have work release programs. They have those little type of things, but the thing about it is the way they are ran is why I feel like they fail a lot. Once again, you have to have consistency. So that means that if the person, like for me, if I don't want to go to jail, only I have control over my destiny. If I've been given a second chance, and I know that if I don't do XYZ, I am going to prison or jail. It is up to me to do exactly that. But when you get there, and there's no consistency in the rules, and "I really could care less if you show up on time or if you leave earlier if you do what you supposed to do or anything like that." That's not helping someone like me who's already criminally minded stay on the good foot. Even though I shouldn't steal, yes, that is my fault, but it's kind of like with a baby, you offer her apple and a sucker, and if she's already had a sucker in her life, she's gonna want the sucker, she's not gonna want the apple. So, if I can go to work or go do whatever my punishment is, and I could still get away with drinking, I'm gonna drink if I'm an alcoholic. If I can still get away with smoking weed, I'm going to smoke if that's my vice. If I could still get away with breaking curfew and all that, that's what I'm going to do because that's my life. But sometimes we need help [even though] we're grown. Sometimes we need

help – obviously we're not that responsible in our life right now for whatever reasons. When you're growing up, when your parents say, "If you do it again, you're gonna get a whooping," and you know your parent is really gonna whoop you if you do it again –Do you want a whooping? So, if you don't want a whooping, because you know they're serious now, you're not going to test them no more; you're not going to do it again. But if you think they just playing and that's all they say, you got to do it a couple more times, because you know you're not getting a whooping.

–Justice involved—lived experience

Good information about each individual, how them got where they are, peer support and a challenge to them about setting realistic goals for themselves and the support to get there and the rewards when they do.

–Survivors of crime

Until ballot Measure 11 is repealed, I know it has to be done by the Oregon voters. I don't know if that's going to happen. It's just really frustrating. I know we're going to continue to see those harsh impacts of that tough on crime era, from the 1990s. It was passed by voters in 1998. It allowed a whole slew of crimes to be prosecuted on children. So it allowed a wide range of youth to be prosecuted as adults. It allowed a lot of first-time offenders to be handled very harshly. Whereas prior to the Measure 11, first-time offenders were dealt with differently. So Measure 11 had that, I think the foundation about Measure 11 was mandatory minimum sentencing, and youth being prosecuted as adults in many different cases. And third thing: first-time offenders being managed by the justice system as if they were repeat offenders. So first-time offenders getting jail sentences, for example, lengthy jail sentences--it's just a very punitive type of law.

–Street-level service providers

What's sort of hitting us all in the face right now in Oregon, which is Measure 110. The part of that that's working is the concept: we need to treat substance use disorders in a public healthcare strategy, not from the perspective of punishment. And again, focusing on quality of life and focusing on the rights of the person who uses substances to make decisions, all of that. Great.

–Medical systems

I think more and more the criminal justice system is starting to see recovery as an alternative to incarceration. I'm seeing it more and more; I think there should be more opportunity for that. I think going forward it should be almost interwoven into our correction system because right now, our

correction system doesn't correct anything, if anything, it creates more problem.

-Recovery communities

You need a shift in philosophy in the United States away from this desire to really castigate and label someone and punish them, rather than actually treat the underlying issue and help people heal, which is better for long-term public safety... I don't know why we wouldn't involve that in domestic violence; it's probably the best place to do restorative justice. Quite frankly, this idea that you have this really highly emotionally-charged situation where people are in a relationship – either by family, or by blood, or by love or emotion – and something happens that's physical, that you're just going to separate them and not let them talk to each other. And in particular if they have children, and you're not going to let them see the children? Like why do you think that's gonna make it better? It's not. Just anecdotally, my thought would be, it would definitely make it worse. I've been married for 26 years; I have two children, and I can't imagine a worse nightmare than to be arrested for domestic violence and not be able to talk to my wife, not my partner, not see my children. That would drive me insane. So, that's where I'm coming from on that. I don't have any experience with domestic violence. My family didn't. There's no violence in my family, my immediate family. So, I've never experienced that. But I can't imagine how horrible it would be. Family, in my opinion, is the most important thing on earth. So, if your system is intervening to kind of damage a family... Obviously, I'm against domestic violence, or anything of a violent nature, but I don't think the criminal legal system is equipped to handle it, and to allow the people to heal. Family is your connection to the world and to society. And I know a lot of families are dysfunctional, but at the end of the day, people are going to be, yeah, they're never going to lose sight of their family. No matter how dysfunctional they are, they're always going to have an impact on their decision making, how they view themselves, their desire to be productive, to do things positive in the community, self-worth.

-Criminal legal reform organizations

I think justice would be having everyone have their voice heard after some action has happened, more restorative justice, so that people who have been harmed and people who are doing harm have the opportunity to actually meet and discuss and understand each other is really, really critically important. I think that can be an intervention that can break a cycle of violence, break a cycle of criminal behavior.

-Criminal legal reform organizations

Accountability – what does it look like? It's not about losing your job, it's talking about methods you may be using that are causing harm and

helping find a solution or helping a person be their best self, and there needs to space for us to have those conversations.

-Elected officials

We need to hold folks accountable when they cause harm. I would like to see the process of talking through what happened and allowing the person to take responsibility for what they did, and they should have to make amends; the system should help them make amends. I would like to see the charges go away once you've made amends.

-Elected officials

Courageous leadership is needed to admit problems, take actions, listen to others, diversify workforce & leadership, pass anti-racist legislation, and measure effects of change

Setting policies in place and sticking with them. I feel like a lot of things have to have consistency. These little/big words are very important in transformation in life, and changing life, and changing injustice to great justice, and so on and so forth. You have to have consistency in what is going on. Everything should not be so political. At the end of the day, when it comes down to good, bad and ugly, it has to have some type of political connection. Well that's the problem; everything is not political. Everybody dying on the streets is not political. So how can you deal with that in a political aspect? I feel like all of the city officials and all of the police officers, when they're in their trainings to become who they are – being trained in mental health, and being trained with how to deal with kids who come from domestic violence, being trained how to deal with kids and people coming from a background of gang activity, parents imprisonment, starvation, homelessness [are all important] because of the simple fact that everything is a reaction to action, or action for reaction. It's a reason behind all of these things. I'm not saying that people shouldn't be held accountable, probably go to prison for murder, shooting and killing people. But how about try to implement something, and I don't know what that looks like yet, to prevent the murder from happening period... And like the city officials, they can't keep hiding behind the pulpit and on TV. You got elected to be the mayor and councilmen and so on and so forth of this city. So let your presence be known. But the reason why they won't is because they're afraid, too. So, it's almost like they would rather leave us out here to deal with the constant violence, and gunshots because we have to go to the stores, and we have to pass by these blocks, and we have to be active members of our community. So, we are the ones in the shooting zone. I feel like they're staying at a safe distance and trying to take on something that's impossible to take on at afar.

-Justice-involved—lived experience

We should be honest that the legacy players and legacy industry, we need a greater assessment of where they may not be having success, and somebody have the courage to tell them, "Look, Cascadia, just because you've been doing this for 30 years, doesn't mean it's making a dent." We developed the internet and electronic communication, an awful lot of things that the legacy industry, the way it was set up, wasn't set up around, "Oh, we have this new technology, how should we design our businesses differently?" So, I don't know whether one of our county commissioners said, "Listen, some of these very large behavioral health providers are significant employers, and so we're reticent to talk on the public record about where 10% of their funds may not be hitting the mark, because they have 1200 employees, and we want them to vote for us when they're voting for the next county chair or the city commissioner or whatever. So, there is some reluctance to shine the light on where we might not be hitting the mark.

-Behavioral health—lived experience

We've perfected the ability for district attorneys and judges to invisibly but inexorably use race as a way to incarcerate and fine, apply stiff probations to people of color versus whites (Kyle Rittenhouse). When women try to use 'stand your ground' as a defense, they've rarely been seen as innocent. There's so much in there that has to be changed. The laws need to be changed to be anti-racist. We have to eliminate bias in juries.

-Culturally specific providers

If we're going to do some sort of transformational overhaul, there has to be some large level of community accountability, where folks can track and see what's happening. And we don't just repeat this, you know, that we've done so many times in American history of working so hard, and then like, 'Oh, good, now it's over'. We gotta keep on it.

-Local housing systems

We have to hold DA Mike Smith to these promises and make sure that he is positively impacting our community. Like you said earlier, when another prosecutor gets elected to office, we have to make sure that that person does the same.

-Street-level service providers

Some reforms to the system are encouraging, right. But they're really just scratching the surface. They're very preliminary early-stage type of reforms. I understand the Second Look hearings that have been passed by the state legislature. So there are some, you know —particularly, I'm thinking about young people and youth who've really had the book thrown at them in the

past because of the Measure 11. And now they're entitled to some Second Look hearings during their sentences. That's good. I don't know if it'll impact the majority of people who have been impacted by Measure 11. Some of the most egregious outcomes of ballot Measure 11 might be addressed in this way. But, tinkering around the edges like that doesn't address the how the justice system is still far too harsh and punitive.

-Street-level service providers

I think just the amount of resources available, and the difficulty in securing funds is a significant obstacle. For example, the City of Portland Office of Violence Prevention, back in the fall of 2021, issued a request for grant applications for their gun violence reduction grants. And we submitted an application focused on housing. And so we had argued that if we could support our job development participants in our youth programs, with some additional supplemental housing funds, instead of providing only one of the three grants has some housing emergency supports attached to it, but it's only about one month of emergency rent assistance. So it's very minimal. So we had argued in the grant application that six months of rent assistance for the neediest of the participants in the program would provide more stability for housing and allow more stability in employment, which the City of Portland had identified as their goals--amongst many that were attached to the gun violence prevention goals--seeing as everything is interconnected, but those funds were more minimal and we ended up not receiving the grant. But I'd like to be able to apply for more of those types of grants. Specifically for housing supports, so I think that goes probably the longest way to stabilizing more of our participants. And I mean, I'm sure you'll get a lot of people saying that: more housing resources being the one of the most important solutions to local safety. But how do you make it sustainable? I don't know. More tax money, yeah. I think the big picture would be reliable funding. And so right now we're navigating a gap in service, and I think that's been difficult. During the gap in service, you don't know if you're going to get funding. On the other hand, do you start over from scratch if you do get funding, because you no longer have the staff that successfully implemented the first round of funding? Those are some difficult programming issues that Oregon Health Authority doesn't necessarily consider. So, a long answer to say, consistent funding is difficult.

-Street-level service providers

Of course, we want larger grants, where we can pay for two employees for three years. But some small grants can go a long way to support the outcomes of these different community-based programs. I think some very targeted support services can have quite an impact.

-Street-level service providers

The most difficult part, of course, was some people who needed rent assistance were part of the informal rental economy. And so only the most innovative programs allow distribution of funds to... I've seen that in California, for example, I don't know of any in Oregon. These particular funds were attached to individuals that had a lease and had a landlord who could sign a W-9. So, requiring that paperwork is a significant hurdle. Because there [are] many, many people in that community that are renting places on a handshake or just a verbal agreement or very informal agreement, where I pay you so much in cash per month [and] you allow me to stay in a certain part of your property. That type of thing is very common.

-Street-level service providers

When we have a role, the police, we need our city leaders to not apologize for us showing up. So I think of the example of a mentally ill person with a knife or a gun; everybody knows, from Street Response to the mayor, that the police are the correct tool for the job. And we shouldn't apologize that the police had to show up and actually do their job. And I think it's really demoralizing for cops to feel like nobody wants us here. Why the heck are we even showing up? So stop lying to the public about the fact that like the Lents Park shooting wouldn't have happened if Street Response was there. I think that is super damaging to the conversation. I think a lot of stuff upstream, where Street Response – there's the guy who's in the doorway who's causing trouble. and trying to get that person services so he doesn't end up with a fake gun at Lents Park – that's where their role is. But when police are the correct tool for the job, don't apologize for it. Say, "yes, they're good at it, and they're doing a good job."

-Street-level service providers

I think just the messaging has to be really clear and strong. What really stands out to me is the importance of white people in positions of power really using that clear, strong language about the need for reform or abolition and about the need for community-based alternatives and cultural and racial equity growth in a traditionally historically racist state. I think that's going to be really important.

-Restorative justice experts

Criminal justice is gonna be really hard, because it's going to go against everything that is normal now.

-Recovery communities

There's a social responsibility we all owe to each other. And I think as leaders, city leadership, I think what we've done is abdicate the right to enforce that at the detriment of so many others.

-Community leaders

I think we need to change a lot of the policies that we have. I think that's one of the biggest things. When you look at some of these policies that have been in place for 50, 60, 70 years, and times have changed, people have changed, and the policies of state have remained the same. What do we do to advocate for these policies to be changed? Because the policies and the laws that we operate by, we see a high incarceration of people of color. So, there's a history in Oregon about the laws and the policies, and how we put things in the constitution, and how we wanted to draft it. And I just think it was unfair. And I just think there's a lot of work that needs to be done. When we talk about policies and how – because policies drive so many different ways – policies have a huge impact on people. So, when you have policies that are in place, created by certain people to continue to keep certain people in certain places, that's where the change needs to happen. I think in the community, for us, advocacy work around policy and lodgings – I can probably send 10 kids to college and think we're making an impact. But I can also change the policy and actually save thousands and thousands of people from being impacted by incarceration.

-Community leaders

We don't have to talk about something ad nauseum for three years to get to a solution. Like, let's identify the problem, and then let's come up with a solution. You know, let's work together to do it. But there's a level of collaboration in the Pacific Northwest that seems like we just have to talk about things over and over and over again, and not make any progress. That is very, very frustrating. I think courageous leadership means: Don't take things personal; it's not about you... Courageous leaders are not sensitive and take things personal. They realize it's bigger than them because it is. Everything is bigger than us as individuals. So, okay, my thoughts on courageous leadership... I think one is leading by example, so, leading through action, not words. I think also being willing to admit sometimes that you are part of the problem and not part of the solution. I think that's really difficult for people in leadership, and in particular in the criminal legal system. It's really challenging mentally to do the work right. I think it's also not saying what people want to hear, not being afraid to be vulnerable and be honest about the system as a whole, and not just saying what people want to hear. So, I'm thinking a little bit more about elected officials in that capacity... The mayor is going around saying we need 300 more police officers. Well, I just wholeheartedly disagree. I don't think that's what Portland needs at all. To me that's a very political statement... that's going to make people feel better, or the business community people feel better, or people with means feel better. Like, "Oh, now I feel more safe to go

downtown, or now I can do this, that and the other because there's police out arresting people." That might sound good in the short term, but that does not serve the long-term crisis that we are actually in. So, I think courageous leadership is being willing to say what actually needs to happen rather than maybe what in the short-term people think is important. And I also think courageous leadership is empowering, encouraging, and nurturing everyone within your organization to be a leader themselves... I think it's really important that courageous leaders cultivate that and empower people that way. And I think courageous leadership is also being outspoken.

-Criminal legal reform organizations

Partners in the criminal legal system in Multnomah are collaborative, but there are disparities and inequities as to where people sit, and the influence they have on the system. There are definitely disparities because 80 to 90% of the people charged crimes in Oregon require public defense services, and we know the racial disparities between people that are charged and not charged, then yes, people are suffering, because they're disproportionately arrested, charged, and convicted of criminal activity. Poor people are treated worse by the system from the very beginning to the very end by all the other partners; it's just the fact. There are inherent, and pretty clear biases against our clients by the system. People who have means or look like they should have means just are treated better by the system. And that's not our fault. That's the system's shortcomings. In MPD, or as a public defender, if you're going to lead with race, then my belief would be that you would work the best you can to have a diverse workforce.

-Criminal legal reform organizations

And explain the concepts of restorative justice to the communities. I think if people could think, way back, I think that everyone's busy, and unless you're embedded in the criminal legal system, you don't necessarily understand how it works, and why would you, I don't know how a hospital works as an outsider, so why would you know? So, if you're not embedded, it's hard to understand that there are alternatives. And there are absolutely alternatives. I think people would be open to change if there were open, honest discussions about what's really going on, and then what the options are to do something better. I really do believe people would choose to do something better, and change the system entirely, particularly if they knew that was a possibility. And I think that takes the leaders of the system to be willing to be honest and upfront about the shortcomings and have that dialogue. And what are the solutions? How do we move forward? And that's like I said, before: services, social workers, restorative justice, just changing the model.

-Criminal legal reform organizations

When you say 'leading with color' it makes me nervous, we get smashed down in the legislature. How dare we try to be better. It's quite stunning.

-Elected officials

Accountability at the most local level within the contract or our own bills, we need to have accountability, not just laws without any mechanism. We have to make sure the mechanisms are clear, and police are informed about what they are and when they have to follow them.

-Elected officials

Clarity – What is the function of the justice system and what does it mean to truly hold one accountable, whether a perpetrator of violence or bringing someone in? Also, lead with create a space with everyone in the room, create an environment where that's happening. Include justice-involved and officers. I want us to get to where we're all reading from the same sheet of music. We don't want you to lose your job or life, but we're all moving in the same direction. And people aren't talking to each other, so we have the same outcomes, and people are divided, and the problems are getting worse, so I'm passionate about including everyone in these conversations. It's not just the police who need to fix these problems, we need everyone. What's been happening to folks and what do they need? As leaders we need to provide the space and activate those conversations.

-Elected officials

The only black judge I've ever seen is on TV, Judge Brown, that's the only black judge I've ever seen.

-Young people

Systemic coordination is needed

If I had a recommendation, it would be looking at this as a tool for systemic transformation for the entire system of Multnomah County – you have city government, local not incorporated areas, metro areas, all these different organizing bodies – they're pretty loosely coordinated. Not as coordinated as I would expect for something this big with this much impact.

-Justice-involved—lived experience

Multnomah County has a great housing kind of infrastructure to kind of coordinate there, but they don't collaborate or communicate well with the healthcare side of things. So medical, addiction, mental health services – they're very fragmented; they're separated. And I know that there's some

reasons but guess what, in order to address housing, you have to deal with healthcare. In order to deal with healthcare, you have to say housing is healthcare. So, we're fragmenting people, and that's what they're experiencing. And then they're not seen as a whole person... What's missing is a coordinated effort across behavioral health, mental health, police, housing, and all the other things. There's a lot of effort, there's a lot of teams, and we don't know what each other are all doing. I think we could be more efficient if we could have some ways to do that in a more coordinated way.

-Street-level service providers

There's a lot of division between public and law enforcement in a lot of ways, and between different entities and law enforcement between police and the District Attorney's office and in some ways--I think that this is easier said than done--but coming together and recognizing that we actually share a lot more in common as far as what we all want. And recognizing that... I think that's hugely important. And sometimes we--myself included—I get bogged down by what I disagree with people about as opposed to focusing on what I agree with them on. And if we actually look at what we all agree on, we're very, very similar. We want similar outcomes. We want similar qualities in law enforcement.

-Street-level service providers

Multnomah County declared racism a public health crisis in April of 2020. Some money went into that the state is allegedly going to be declaring racism a public health crisis here soon. There's no effort to synchronize things to get the money flowing in a certain direction, to really synchronize the efforts to target the populations that the monies are intended to target.

-Medical systems

As a series of providers who should be cooperating, because there's more need than we all know what to do with, because we get paid in a fee-for-service way...we all just compete against each other. There's no reason for us to be competing. We should be specializing our work and collaborating. And so honestly, just, I think the attitude of the leadership... the attitude that the Oregon Health Authority leadership has about their provider network is pretty dismissive. It's probably the nicest way I can say that.

-Medical systems

It is difficult to navigate, especially for those with the highest needs, and we do not have a truly recovery-oriented system of care. I believe we aspire to, but what we have now is disjointed and disconnected. There are many great services and providers all throughout the system, but what seems evident is

*the lack of communication and coordination of these services, resources,
and systems.*

-Recovery communities