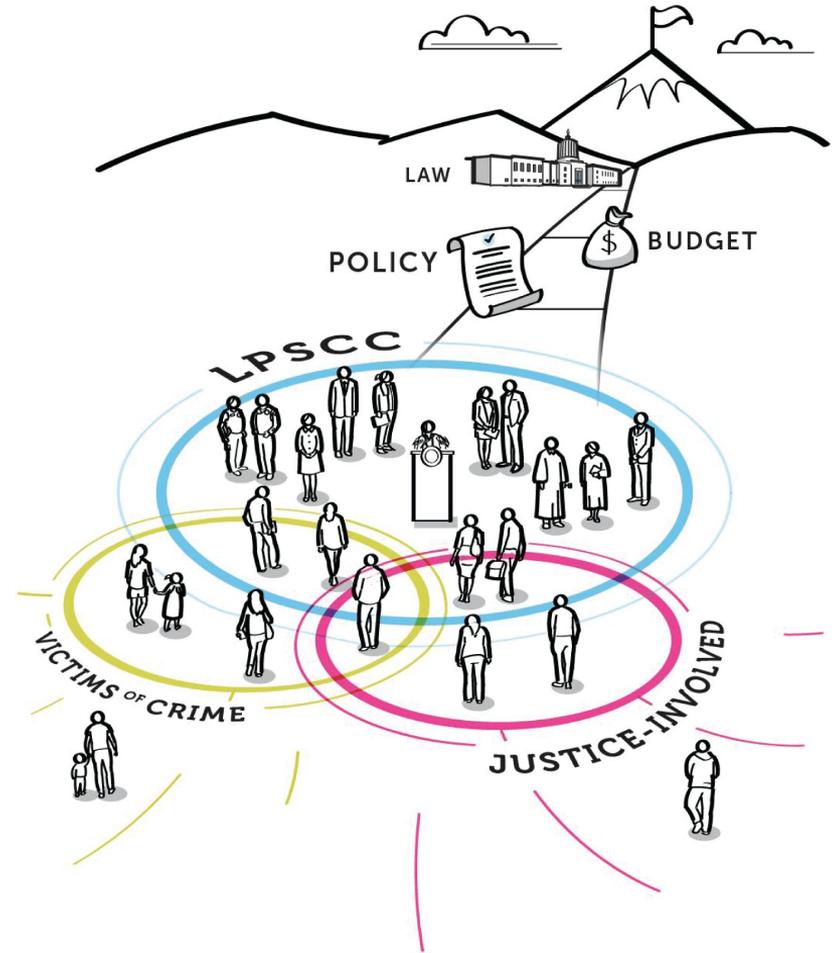


Strategy Group Work To Date

June 2023

LPSCC Transforming Justice

Change does not roll in on the wheels of inevitability, but comes through continuous struggle.—Martin Luther King Jr



Group A

GROUP A

2



7



10



15



- 2. Allocate Funds to community for place-based solutions to public safety
- 7. Use positive reinforcement more than punitive measures
- 10. Develop non-trad partnerships for pro-social opportunities
- 15. Increase public safety through "right use" of accountability

Immediate Crises

- Shift community mindset from "won't happen" to "will happen." (Convince community skeptics & convert to champions.)
- Identify & attack causes of undesirable behavior rather than attacking the behavior itself
- Partner with business associations to develop & promote job pathways for justice involved people
- Political trust from electeds in community ideas and leadership. Real trust, not lip-service
- Grow & explode Portland Street Response (PSR) (and other non-Law Enforcement responses)
- Feds & COO for medicaid/treatment funds
- Fund local police for place-based programming
- Community living room services program pilot St. John's
- More CPTED projects in most violent neighborhoods

Upstream Strategies

- Convince key elected leadership to buy into the full extended process (long term community-led work without immediate results)
- Change behavior rather than remove behavior
- Increased funds for families: basic income
- Low barrier jobs—improve existing partnerships with business community
- Develop expertise in criminal justice community forums—listening vs. telling, etc.
- Economic justice project
- SUN schools
- Public health violence/racism
- Community based budget for DCJ & Sheriff

Needed Resources & Tools

- Equity in contracting resource
- Much much more RJ
- Comms strategy
- Data sharing across systems (FUSE model)

Low-Hanging Fruit

- Change current CBO contracts to eliminate cost reimbursement model. Shows trust in work you will do rather than saying I will only pay after its done.
- Community wellness connection (Mentors for people on probation)
- Package CBI programs
- Produce a report on state ARP prevention dollars
- Expand current violence prevention work to strategic communities
- Fund support for CBOs to move through & apply for MultCo programs
- Layer basic income HBI/HEAT
- Pay JIIs for showing up for services and supervision

Core Strategy 2: Partner with the Community

Allocate funds to the community to create place-based solutions to public safety

To shift from equality to equity to liberation, lift up community voice to address alternatives to jail across housing and treatment continua. Using human centered design, partner with community and create flexible funding to create a continuum of services and alternatives to legal system involvement/intervention. Policy and budget decisions will be made with stakeholder input. Elected officials shall share power to support self-efficacy of community/neighborhood residents by standing behind the community instead of in front of it.



Core Strategy 7: Incentives + Positive Reinforcement

Use positive reinforcement more than punitive measures

Public safety systems should incentivize everything and provide positive reinforcement (treatment, alternatives, system planning/community design work) rather than punitive measures. Be willing to create and use off ramps from the criminal legal system and innovate engagement by incentivizing participation and meeting people where they're really at.



Core Strategy 10: Job Training + Opportunities

Develop non-traditional partnerships to enhance prosocial opportunities

Partner with business community and trade organizations to generate job training and job opportunities and prioritize connections for people with criminal legal system involvement.



Core Strategy 15: Diversify Accountability

Increase public safety by ensuring the *right* use of accountability

Study, explore, and deploy alternatives that are proven to increase public safety. Victim-centered, restorative interventions are used in lieu of typical justice interventions to promote healing. Create choices for accountability for the person who caused harm to increase buy-in for responsibility and change. We should also increase use of community-centered alternatives, like probation in lieu of prison, community services, H.E.A.T. (Habilitation Empowerment Accountability Therapy), required volunteering, etc. Create options for survivors of harm or violence and their families to access services that are culturally specific, trauma informed, and do not require engagement with law enforcement.



Group B

GROUP B

8



9



11



14



- 8. Deploy interventions that reduce harm and use the criminal legal system in a more limited way
- 9. Incorporate a variety of victim voices in all system reform efforts
- 11. Prioritize community-building between law enforcement officers and the neighborhoods they patrol
- 14. Establish systems of accountability for criminal legal system change

Immediate Crises

- Fewer prosecutions
- PPB invest in community without being a party to it
- Promote "good neighbor" mentality & create resilient communities
- Pick 1 area of disproportionate (race) data & do 100 day sprint to impact it
- Non Law enforcement safety staff/function to be present in community
- Pay community folks to create/do safety strategies (use LEA vacancy funds?)

Upstream Strategies

- Tie pay to performance on new behaviors
- Prioritize existing county services for justice involved families
- Acknowledge racism as public health crisis is very acute in jail & the legal system
- Ask system participants to evaluate their experience and pay them
- Wrap around children of incarcerated parents
- Create a new narrative related to this with professional help

Needed Resources & Tools

- Build data dashboard—transparency
- Create Transforming Justice project performance metrics
- Sprint handbook & tools

Low-Hanging Fruit

- Ensure greater availability and support for victims at court hearings
- Create practice manual for staff that requires asking critical questions at the start of any planning or change
- Justice Fellowship
- Elevate victim/survivor investments in budget narrative
- Fund diverse vs. orgs to be at policy table
- Criminal legal system dashboards
- Expand Project Respond, Portland Street Response, and Public Safety Support Specialists
- Mandate/add tours by community members for new law enforcement
- Relaunch System Integration and Resource Network

Core Strategy 8: Safely Limit Criminal Justice Intervention

Deploy interventions that reduce harm and use the criminal legal system in a more limited way

- Build community-driven relationships with law enforcement that respect the community's expertise
- Improve incarceration culture (center wellness)
- Use trauma/experiences as mitigation in prosecution and prosecute less
- Identify and eliminate collateral consequences
- Elimination of legal impediments to realizing this vision—mandatory minimums in particular
- Equip the criminal legal system workforce with the skills, background, resources (center wellness) needed to do the work
- Minimize criminal legal system impacts that occur early in life
- Eliminate fines, fees, and bail



Core Strategy 9: Incorporate Victim Voices

Incorporate a variety of victim voices in all system reform efforts

Victims of all types of crime and violence shall help design processes, services, and supports that help individuals, families, and communities heal. Incorporate victim voices and develop options for survivors to access healing and restoration, particularly survivors of color who are historically the most harmed and least helped.



Core Strategy 11: Build Trust Between Officers + Neighborhoods

Prioritize community-building between law enforcement officers and the neighborhoods they patrol

Encourage law enforcement to live in the neighborhoods they work in. Provide time for officers to engage in positive interactions with the community outside of crisis or calls for service. Include historical perspective and lived experience in officer trainings. Increase opportunities for community to build relationships with law enforcement.



Core Strategy 14: System Accountability

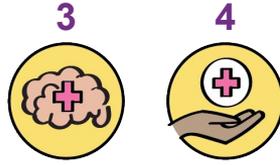
Establish systems of accountability for criminal legal system change

Define and deploy accountability measures for systems, policies, and programs. Measure and evaluate consistently for efficacy, outcomes, equity, and cost.



Group C

GROUP C



3. Prioritize and fund behavioral health treatment and services that are relevant for the needs of the people
4. Prioritize treatment over punishment when applicable and create partnerships and opportunities to do that effectively

Immediate Crises

- Increase pay for (and accountability of) community providers
- Create Hooper Detox 2.0 for people with more active needs
- Detox & sobering
- Treatment on demand
- Treatment on demand 100-day sprint—1 issue area
- Increase number of residential treatment beds and culturally-specific residential spaces (staffing)

Upstream Strategies

- MultCo Preschool & Early Learning
- MultCo SUN
- Create clearer metrics for BH programs
- Prioritize existing county services to justice-involved families
- Trauma informed approaches: what happened to you, NOT what's wrong with you

Needed Resources & Tools

- Cost benefit analysis
- Connect with OHA and Ebony

Low-Hanging Fruit

- Fund more culturally specific treatment
- Fund case management/linkage navigation services
- Expand BEST project to other system participants
- Fund cult. specific BH pipelines for workforce
- Expand Cascadia's Urgent Walk-In Clinic hours to 24 hrs
- Strengthen partnerships between DCJ, MCSO, and HD.
- Transfer prevention, BH, SUDs services to HD.
- Develop a more equitable procurement process
- Pathways to treatment that don't require criminal justice involvement for access
- James Schroeder
- Strategize with Tom Bialozor

Core Strategy 3: Reimagine Behavioral Health

Prioritize and fund behavioral health treatment and services that are relevant for the needs of the people

Criminal legal systems will collaborate with behavioral health to ensure services and treatments meet the needs of justice-involved individuals. Behavioral health help will not retraumatize people who need it. In collaboration with behavioral health providers and patients, we will reimagine, invest in, and create flexible, outcome-based behavioral health services that are much different from the continuum available today. Behavioral health providers and systems are integral in this reimagination. These services will be quality alternatives to incarceration. Behavioral health services need to be better resourced (including workforce) and be more culturally and gender specific.



Core Strategy 4: Prioritize Treatment

Prioritize treatment over punishment when applicable and create partnerships and opportunities to do that effectively

Identify the laws and policies that are barriers change and create “off ramps” from the criminal legal system at every juncture. In this process, marginalized, over-targeted populations should be prioritized. The law and policy changes should be evaluated for effectiveness and tweaked as indicated.



Group D

GROUP D



12. Focus on wellness as a key strategy for everyone [who works in the public safety system]

Immediate Crises

- Wellness included & baked into initial training
- Provide X hours for each employee's wellness
- Vocal support from all levels of management
- Train system workers to mindful moment
- Supervisors ask "what do you need, how can I help" then do it

Upstream Strategies

- Change law enforcement cultural view of wellness by creating mandatory wellness policies
- WESP
- County wellness
- Unions partnership

Needed Resources & Tools

- Updated PPRs, individualized to departments
- Supervisor training on how to endorse wellness

Low-Hanging Fruit

- Create schedules overtly for 15 minutes @ start and end of day
- Community wellness inventory
- Write wellness statements by units
- Middle management mentoring and support
- Leadership and managers wellness
- Review existing research and provide tangible recommendations
-

Core Strategy 12: Center Wellness

Focus on wellness as a key strategy for everyone

Wellness should be a key strategy for people who work in public safety systems and those who have contact with it. Each provider, department, etc., will deploy strategies to increase wellness and all organizational cultures shall prioritize wellness. People employed in criminal justice system should focus on the overall wellness of themselves, the people they work with, and the community they serve.



Group E

GROUP E



1. Across everything we do, use human-centered, community-led design

Immediate Crises

- Pay/recruit people (client) for their time
- Justice fellowship
- Use EHCCD and 100 day sprint on one issue

Upstream Strategies

- Increase collaboration with community members
- Inclusively lead with race
- Economic justice project

Needed Resources & Tools

- Collaborate with MIL (Multnomah Idea Lab)

Low-Hanging Fruit

- Collab with public health strategic plan
- Increase access to \$ to pay participants (\$50 gift cards+)
- Pilot—pick a project and try human centered design
- Community listening sessions
- Fund community to design strategy themselves
- Create rubric for human centered design to be used in Program Offer/budgeting process
- Teach human centered design to criminal system leadership and middle management. Share value of human centered design

Core Strategy 1: Human-centered, Community-led design

Across everything we do, use human-centered, community-led design

There's a need to create a deeply-rooted, community-led coalition that is aligned around the right goals that are specific to community wants/needs to increase public safety. Members of communities should identify their own needs, barriers, and solutions. Community voices that have been most harmed by justice systems and lack of services should be prioritized. This is particularly true for BIPOC communities and individuals who have been harmed by systems as well as individuals. Strategies should include and uplift community voices at policy and decision-making tables.



Group F

GROUP F

5



5. “Election-cycle” proof the work — build resilience to counter messaging

Immediate Crises

- Hire outside communications strategists
- County electeds & leaders carry TJ values into all work
- Priority based budget process
- Commit to multi-year plan and budget

Upstream Strategies

- Assign non-electable champions
- Preschool for all
- Community violence prevention programs
- Transportation and capital projects (EQRB)
- Comms strategy: PFA is crime prevention
- SUN system

Needed Resources & Tools

- Short videos and comms pieces
- Narrative—(“Can’t be” alliance and disgruntled losers)
- Diversify messaging and mouthpieces

Low-Hanging Fruit

- Identify our audience
- Partner with aligned activists
- Hire comms strategist
- Civil rights & racial justice groups
- Consider strategy name change
- One-county approach

Core Strategy 5: Make the Case for Change

“Election-cycle” proof the work – build resilience to counter messaging

This work requires community-wide buy-in for the vision. Elected officials who are aligned with this work should be identified and cultivated; they will be willing to take steps to move it forward. This work also requires a communications plan and education campaign that drives toward public buy-in for this work.



Group G

GROUP G



Immediate Crises

- Same as Group I
- Gun violence interventions
- Community wellness fund pilot
- All existing housing efforts (Bolster ECJ)
- PSH
- Network with health and BH to fill service and treatment gaps
- Friends of the Children model

Upstream Strategies

- Stop pathologizing families as base approach
- More food markets (like El Mercado)
- School based MH
- Preschool for all
- SUN RFP
- One County approach
- MDTs for family of JII
- Early childhood programs in HD/DCHS
- Economic justice

Needed Resources & Tools

- CBO support for law enforcement
- New programs
- Cross-departmental coordination
- MDTs

Low-Hanging Fruit

- UBI pilot (HEAT?)
- One-county approach
- Connect with health and BH strategies
- Expand pro-social opportunities
- Increase access to BHD's school-based behavioral health program
- Revise practice manual to include family consult

- 13. Enhance safety-net services to address basic needs and root causes of crime
- 16. Identify ways to increase supports, resources, and legal system alternatives to families and children

Core Strategy 13: Meet basic needs

Enhance safety-net services to address basic needs and root causes of crime

Root causes of suffering and crime will be met and addressed outside the criminal legal system. In addition to significant enhancements and improvement to behavioral health systems, develop additional shelter, permanent supportive housing, and other housing supports/services with special focus on criminal legal system population. Other interventions to meet basic needs, like food insufficiency and employment supports, shall also be developed with meaningful participation of stakeholders. Public safety systems will make strides to decriminalize the challenges presented by houselessness and poverty.



Core Strategy 16: Increase Support for Families

Identify ways to increase supports, resources, and legal system alternatives to families and children

Create a concrete list of budgets, legislative concepts, and policy changes to increase supports, resources, etc. to families. The goal with this strategy is to decrease the negative impact and consequences to families created by legal system involvement (including victims), incarceration, and imprisonment.



Group H

GROUP H



6. Change and/or eliminate law, budget, and policy that disproportionately harms people of color

Immediate Crises

- 100 day sprint on key issue
- Increase data transparency
- Re-activate RED committee
- Get old cases adjudicated and folks out of jail
- Require law enforcement stops to be based on safety violations and not defective equipment
- Justice fellowship

Upstream Strategies

- Preschool for all
- Change LE training location to allow more diverse communities to become police officials
- Meaningful DEI training
- WESP
- Impact on BIPOC children
- SUN schools
- EJP—basic income for HBI and HEAT
- Community based outcome budget process for criminal system: DCJ, Sheriff

Needed Resources & Tools

- Increased data sharing
- Lobbyists focused on criminal legal system legislative priorities (such as BMII, Bail)

Low-Hanging Fruit

- End unpaid and coercive jail labor (ETP)
- (BAIL) DA stop asking for security \$
- EJP—fund reparations commissions AA and NA
- Distinguish "willful FTA"—less punitive
- Activate County GR
- Use existing DPAs and do the work
- Justice Fellowship underway
- Organize community and advocates through budget process

Core Strategy 6: Change Inequitable Policies + Laws

Change and/or eliminate law, budget, and policy that disproportionately harms people of color

Create data-driven strategies that intentionally reduce racial and ethnic disparities (RED) in the criminal legal system. To do this, we must look very closely at, with intent to change, current policies and laws that harm communities of color disproportionately. We must also intentionally develop budget and policy shifts to prioritize non-criminal legal interventions for communities of color/BIPOC.



Group I

GROUP I



17. Reform policies and laws surrounding criminal records

18. Ensure criminal background is not a barrier to housing access, employment opportunities, and education

Immediate Crises

- Better connect services between DCJ, DCHS, & MCHD
- Capitalize on earned discharge—do more
- Expand network of employers for people on probation
- Automate expungements
- Implement basic income to current programs

Upstream Strategies

- Expungement as DCJ supervision incentive
- Public health and DCHS strategic plan
- Legal Services Day
- State legislation
- Social determinants of health/wealth
- Public health violence prevention/racism

Needed Resources & Tools

- Tech solution for expungements (RASA)
- Government relations/lobby to and for applicable laws

Low-Hanging Fruit

- Hire civic to do the IT system design
- Adopt Oregon Center for Public Policy and others—legislative action agenda
- Activate G.R.
- Hear from people with lived experiences to understand and prioritize barriers
- Adopt one county approach
- Create accountability (through incentives?) to ban the box
- Inventory of Oregon-specific collateral consequences
- Invite DCHS broadly into conversation
- Create one-county/any-door system to help with expungement
- Good place to start TJ implementation
- Prioritize school volunteerism for JII at their kids' schools
- Limit criminal history on assessment tools

Core Strategy 17: Criminal Record Reform

Reform policies and laws surrounding criminal records

We acknowledge the negative impacts and barriers created by having a criminal record, even when an individual has served their time and exited the legal system. We should increase criminal expungements by identifying legislative and policy tasks and increase prosocial and volunteer opportunities for people with criminal records (for example, parents with criminal records shall not be excluded from volunteering at their child's school).



Core Strategy 18: Eliminate Collateral Consequences

Ensure criminal background is not a barrier to housing access, employment opportunities, and education

First assess the breadth of the problem of collateral consequences in Multnomah County; identify all the ways our policies and laws create collateral consequences and remove as many as possible. We can also better utilize the Family Sentencing Alternatives Program (FSAP) in Multnomah County to keep families together and use more diversion and restorative justice alternatives to keep people from being incarcerated and increase wellness of communities and families.

