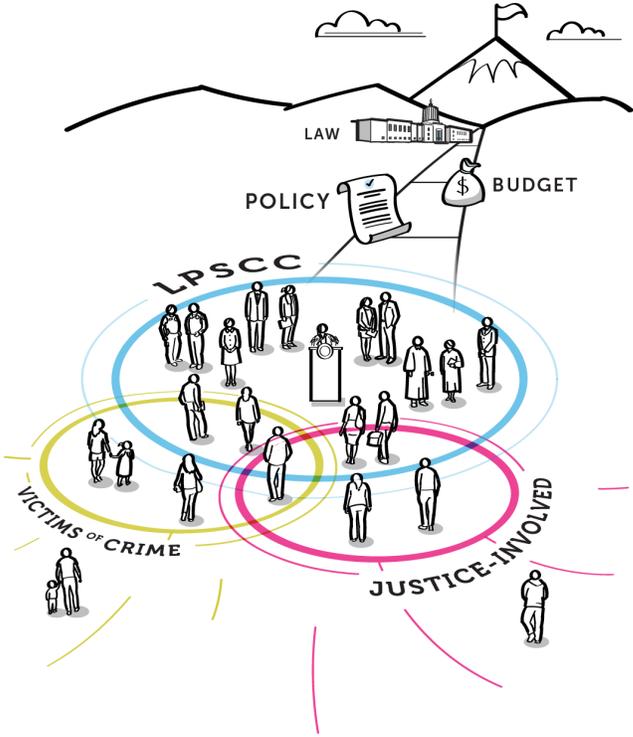


LPSCC Transforming Justice Project Interim Discovery Report



December 30, 2021

This Interim Report

This report contains preliminary findings from the Transforming Justice project discovery research. These findings are subject to change once the full gamut of research is completed. Please refer to [Discovery Research Progress](#) for the percentage of completed research. (We do not expect this number to hit 100%, as there is no guarantee that we will be able to interview, conduct all focus groups, or survey everyone who was recommended because of scheduling challenges or simply because a stakeholder declined to participate.)

Overview

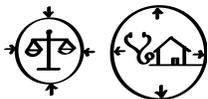
The Multnomah County Local Public Safety Coordinating Council (LPSCC) seeks to develop a long-term vision to drive a strategic planning process. The goals are to create a vision for what the future will look like in 5, 10, and 20 years. This includes a specific focus on expanding public health strategies that provide behavioral health services, medical treatment, housing, and employment, outside of the structure of the current punitive criminal legal system. The vision will be the guiding force behind policy development and subsequent strategic planning that will guide the County, LPSCC, and its partners in health and housing sectors for years to come.

Project Outcomes & Pillars

A fully realized vision that will lead to a strategic plan across the public safety systems that outlasts turnover and election cycles that:



Leads with race and and prioritizes interventions, policies, and budgeting for Black, Indigenous and other People of Color (BIPOC) communities



Focuses on shrinking the current criminal legal system footprint, and grows health, housing, and treatment responses



Increases restorative approaches that focus on healing, harm reduction, and restoration

Project Plan

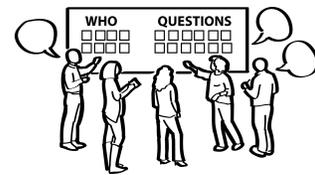
Work plan — Four Tasks in Vision and Focus Area Development

We are applying a phased approach to co-create the LPSCC’s long-term vision. Our human-centered approach¹ enables clear identification of the strategies necessary to achieve LPSCC’s goals. This human-centered process will enable stakeholders – those who can both impact and are impacted by the criminal legal system – to examine the structures, systems, policies, and practices that are needed to ensure a more just public health and safety systems.

Territory will co-create with the LPSCC stakeholders using agile, innovative methods, and focusing on the factors that will truly “move the needle.” Stakeholders includes LPSCC executives, victims of crime, community partners, and justice-involved individuals will enable elected officials, government personnel, and residents of Multnomah. Our objective it to chart a course for the future and build a strategic plan that ensures the achievement of the goals outlined in the LPSCC vision.

Group Dynamics & Research Plan

Establish group charter; identify stakeholders and define how we engage with them

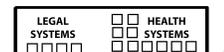


Environmental Research

Conduct engagement research with various stakeholders



Vision Sessions



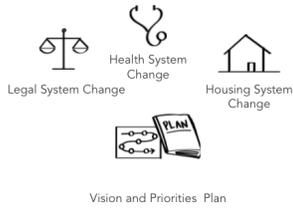
¹ Human-centered approach

- Defines expertise as proximity to the problem.
- Amplifies voices of those closest to the problem, those with lived experience alongside those with the power to impact the solutions.
- Those with lived experience collaborate to revise the system and design solutions for their benefit.
- Focuses on needs, motivations, concerns so systems can be reimagined in ways not previously considered.
- Builds relationships through the process.
- Diverges from past failures of top-down approach.

Develop a fully realized vision that will lead to a strategic plan across the public safety systems that outlasts turnover and election cycles

Final Vision and Priorities Plan

Deliver final long-term vision report and visualized priorities and plans of action to group



Discovery Research Progress

The LPSCC Transforming Justice Project is conducting the following activities with the Multnomah County stakeholders identified by the Working Committee and approved by the Steering Committee:

- Surveys
- Interviews
- Focus groups

Everyone who participated in the discovery research—whether by survey, interview, or focus group—was asked the same seven general questions. Interviewees and focus group participants were asked additional questions, depending on their stakeholder group. Interviews were given to stakeholders who represented multiple stakeholder groups, to stakeholders whose participation might be sensitive or difficult, and to stakeholders it was difficult to schedule into a focus group. In both focus groups and in interviews, participants were given ample time to respond to questions.

Below is the status of Environmental Research activities as of December 17, 2021.

Status	Focus Groups	Interviews	Surveys	FG+I	Grand Total
Completed	46	21	11	67	78
Remaining	115	22	79	137	216
Total	161	43	90	204	294
% Complete	29%	49%	12%	33%	27%

In addition, the Working Group and Steering Committee recommended a set of existing research to include in the final discovery report. This review of existing research sought detailed commonalities, notable conflict, and information relevant to the project goal & pillars. Among other sources, this research will be included with the survey on

needs of people living unsheltered (PSU), and Imagine Black: Demands for justice reform.

The full list of desktop research can be found on the Transforming Justice project website:

<https://www.multco.us/transforming-justice/transforming-justice-desktop-research-library>

Environmental Research Preliminary Findings

This Preliminary Findings report includes:

- A description of emerging themes, including several anonymous (but identified by stakeholder type) quotes for each theme.
- A list of recommendations that have come from our research subjects—especially when they have been repeated. No quotes included.
- The literature review (lit review)—detailing the commonalities/themes between all of the desktop research, any notable conflict, and any information relevant to the project goal & pillars that we will likely not see in the interviews/focus groups/surveys.

Three Pillars of Transforming Justice in Multnomah County:

1. Leads with race, and prioritizes intervention, policy, and budgeting for BIPOC (Black, Indigenous, People of Color) communities;
2. Focuses on shrinking the current criminal legal system footprint, and grows health, housing, and treatment responses; and
3. Increases restorative approaches that focus on healing, harm reduction, and restoration.

Overview

The wide range of participants in this initiative have been consistent in saying that the system – public safety; criminal justice; health, housing, and treatment responses – is broken and in need of immediate, significant, and long-lasting change. And they are largely supportive of the three pillars of Multnomah County’s Transforming Justice initiative.

Pillar 1

While everyone seems to agree that “leading with race” is key, no one believes that will be easy given the history of racism and institutionalized white supremacy in America, the lack of diversity in powerful positions, and political influences on the legislature. The crushing frustration of trying to effect change is evident on the faces and in the voices of elected officials, community leaders, and those who have lived experience with the system in various ways. Still there is a surprising amount of hope among our participants, and a myriad of ways that they have seen sparks of light and can imagine what it could mean to “prioritize intervention, policy, and budgeting for BIPOC communities.”

Pillar 2

Shrinking the current criminal legal system footprint, while growing responses for root causes of systemic problems including health, housing, and treatment needs, are

unanimously popular concepts. And our participants' areas of experience and passion lead them to focus on various areas of need – response to substance use disorders, youth safety and education, incarceration, policing, violence against women, etc. – and a variety of nuanced approaches for improving them.

Pillar 3

Easily the least contentious of the three pillars is the idea that a “dream” system would necessarily focus on healing, harm reduction, and restoration. Participants envision a system that will lead with humanity in all entities and for all individuals, families, and communities.

Emerging Themes

Five major categories have emerged from our initial review of the interviews and focus groups and survey with a variety of stakeholders:

1. Acknowledge the System's Broken Design
 2. Actions to Take Now (no discussion needed)
 3. Shaping the Long-Term Vision
 4. Initial Suggestions for Resource Allocation
 5. Living and (re)Working the Vision
1. **Acknowledge the System's Broken Design** – When asked what is working well in the current system, most participants said, “Not much.”

We're standing on a frayed net; 70% not working/30% working
–Justice-involved - lived experience

Community Healing Initiative, 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 provider

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 official

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 official

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 leader

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

In acknowledging the system's broken design, the participants see the need for all involved in the system to recognize that significant changes are needed. These include:

Philosophical shifts toward an anti-racist system

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

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 official

Anti-racist legislation needed

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 official

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 provider

Must lead with humanity

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

The realization that trauma needs to not only be acknowledged or managed, but healed. Relapse and recidivism happens 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 system

Systemic coordination 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 govt, 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

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

Transforming policing

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

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 official

Addressing root causes

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 provider

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.

–Elected official

Reduce & re-imagine incarceration

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 official

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 official

Create accountability throughout the system

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 leader

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 official

2. **Actions to Take Now (no discussion needed)** – Participants talked about the community's mistrust of this type of initiative, and the importance of quick action to show that the County is committed to effecting real and immediate change, what one participant referred to as "low-hanging fruit."

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 official

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 system

The participants cited many policies that should be enacted, services and programs to create or keep, and other quick changes to make. These include:

Services/Programs to keep, fund & enhance

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 official

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 org.

Policies to enact now

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

–Street-level service provider

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 official

Other quick changes

Detox was designed and built around dealing with somebody who's 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 convert it 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 provider – police

We have to really differentiate between crisis and crime. My vision would be that we develop a tiered system of acute need, and at that top of that system is our elderly, and most physically and cognitively vulnerable. From there. We go down to our young group to children and young people who are homeless from there, we go to single mothers who are homeless. From there, we go to families who are homeless, and our focus is there.

–Street-level service provider – police

3. **Shaping the Long-Term Vision** – Most participants agree that all relevant sources need to be consulted as the County and its partners work to hone its vision for transforming justice.

Include all stakeholders in shaping change

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 provider

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 leader

Learning from others

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

–Elected official

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

Insights from data

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 official

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 leader

4. **Initial Suggestions for Resource Allocation** – Participants have myriad ideas about what specific support, services, and resources should be included in Multnomah County's initiative, with some of the most passionate requests related to behavioral health and the County's youth.

Youth-specific

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 provider

We had folks like Rob Ingram who helped redirect young folks, so I would like to see more of that. You need to have folks there to respond – not police, but folks helping them to be their best selves, mediating and resolving conflicts in a healthy way. Our system isn't resolving any form of conflict. If someone gets arrested, that beef is going to continue. You have to be very intentional about forgiving and letting go. I know it's extremely complicated with lots of layers, but I know we can solve it if we're intentional about it.

–Elected official

Addiction/Behavioral health-specific

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 to 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. And they're just left adrift in the community to repeat.

–Street-level service provider – police

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

–Street-level service provider

Policing

Body cameras - 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, I'm going to be held accountable to this. I'm not going to get away with anything because it is on camera."

–Street-level service provider – police

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 1000 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 leader

While the County works to transform the system, participants want to make sure resource allocation includes education. Without adequate education, few believe the changes will be effective or lasting.

Education for stakeholders about the vision and change details

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 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 expert

Education about rights & responsibilities and understanding each other

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 be space for us to have those conversations.

–Elected official

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 provider – police

5. **Living and (re)Working the Vision** – As the County's Transforming Justice initiative proceeds, participants believe that continued communication among all entities and individuals will be essential, along with the continuous review of resources, policies and legislation, both current and historic. And most critical will be a community-centric approach in all respects.

Community-centric in all respects

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

–Survivor 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 provider

Communication and accountability among all stakeholders

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 official

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 official

Continuous system resources, policies & legislation review/changes

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 leader

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 official

Summary

Participants expressed a broad range of thoughts, desires, and recommendations about Transforming Justice in Multnomah County. They are especially passionate about these reported needs:

- Educate, communicate, and hold everyone accountable – take action!
- Empower and work with communities to address the myriad root causes and eliminate harm to families
- Have the courage to acknowledge white supremacy's impact and enact anti-racist laws
- Take full responsibility for harm done historically and currently
- Reallocate resources as needed to make the system equitable and healing, reparative, and restorative
- Lead with humanity to reduce trauma and give each individual what they need to be whole
- Change policing to eliminate fear and violence
- Make bold investments in true cultural programs

Participant Recommendations

Participants also provided many specific recommendations (some of which may or may not apply or already be underway), including:

- Stop targeting black and brown individuals for traffic stops and other minor offenses
- Ban arrests for low-level traffic violations
- Eliminate fines and fees for poor people, including high fines for unpaid tickets and holding for the inability to post bail
- Bring back Detox for drunk people to keep them out of jails and hospitals & create a different program for meth users
- Get rid of private jails and prisons
- Incarcerate only those who must be separated from society – never juveniles or substance abusers
- Provide more treatment beds, especially for youth
- Bring back drug court & decriminalize small quantities of all drugs
- Enact much stricter gun laws
- Give all police body cameras for two-way accountability
- Fully staff police departments
- Reduce the number of police
- Use unarmed people to deal with mental health issues
- Pay police more for increased risk
- Keep providing crime victim advocates
- Provide more funding for public defenders
- Reduce the use of foster care while providing free childcare and other support for parents instead
- Provide resources for community farming

Literature Review

Commonalities – From our initial review of literature about justice in America, the various articles and reports appear to center around the same issues and needs that were raised by our participants, including:

- The justice system needs significant reform to reduce racial inequality and racially-motivated violence, which is often gun violence.
- Community support programs are ideal for long-term results. Investing in the community's well-being by addressing root causes such as education, housing, etc. is the most effective way to reform systemic racism.
- The police system especially needs immediate reform – short-term and long-term – to reduce violence against BIPOC communities.

Notable Conflicts – From our initial review, these sources do not seem to offer any significant conflict to the opinions of our participants or the three Multnomah County pillars. The only differences seem to be in emphasis or relative importance of various issues.

More in-depth analysis of the literature may provide additional insights.

Preliminary Findings Report Appendix

From 12/14 presentation:

- broken design
- trauma begets trauma
- philosophical shifts required
- empower community to lead
- center humans

Broken Design

Well, there's not a lot to think about because frankly it's [the criminal justice and public safety systems] just not working. It's not working in any way for the people that we serve.

It's like a hospital that actually makes people sicker, not healthier.

Our system isn't resolving any conflicts. There may be consequences, but the conflicts (e.g., gang disputes) will persist if not resolved.

Trauma Begets Trauma

People often just simply need a safe place to go, to heal, to stop the cycle of repeating harm.

Involvement of any youth in the justice system causes trauma to every member of the family.

Many people come out of incarceration MAD, not healed. If they do return to the community improved, it's about that person's intrinsic nature, not the punishment.

The fact that we simply release people from prison, a trauma inducing experience in and of itself, without any consistent training or resources and expect them to live a healthy, housed lifestyle is aggressively absurd and ironically criminal.

Philosophical Shifts Required

We need a philosophical mindset shift away from punishment and toward healing.

While it's offering restoration for no one, the system is in some ways working. Doing what it was designed to do. So, shifting it will mean shifting the American philosophy of justice.

There is no basis for forgiveness anywhere in the system.

Empower Community to Lead

Voices of the community are important to this work—everything has to start in and from local communities.

Peers and mentors were critical to success while incarcerated—seeing hope for the future, an opportunity to thrive after incarceration.

I would love to have outcomes where people are being treated with dignity and respect, and they engage in recovering communities and become leaders themselves.

Center Humans

Those closest to the problem are those with the best, most realistic ideas for successful solutions.

You have to offer people what works for them. Not what some professional's opinion is but what they actually need. It's got to be responsive, not directive.

Accountability is to the state, not to the person who was harmed—and that's not trauma-informed nor does it result in healing.

Work to Come

January 2022	February 2022	March – May 2022	June 2022
Draft discovery report	Full discovery report	Vision Sessions	Final vision and priorities plan
Draft discovery report delivered by end of January—updated with additional data and any new insights	Full discovery report delivered by mid-February—complete data and insights	Develop a fully realized vision that will lead to a strategic plan across the public safety systems that outlasts turnover and election cycles	Deliver final long-term vision report and visualized priorities and plans of action to group