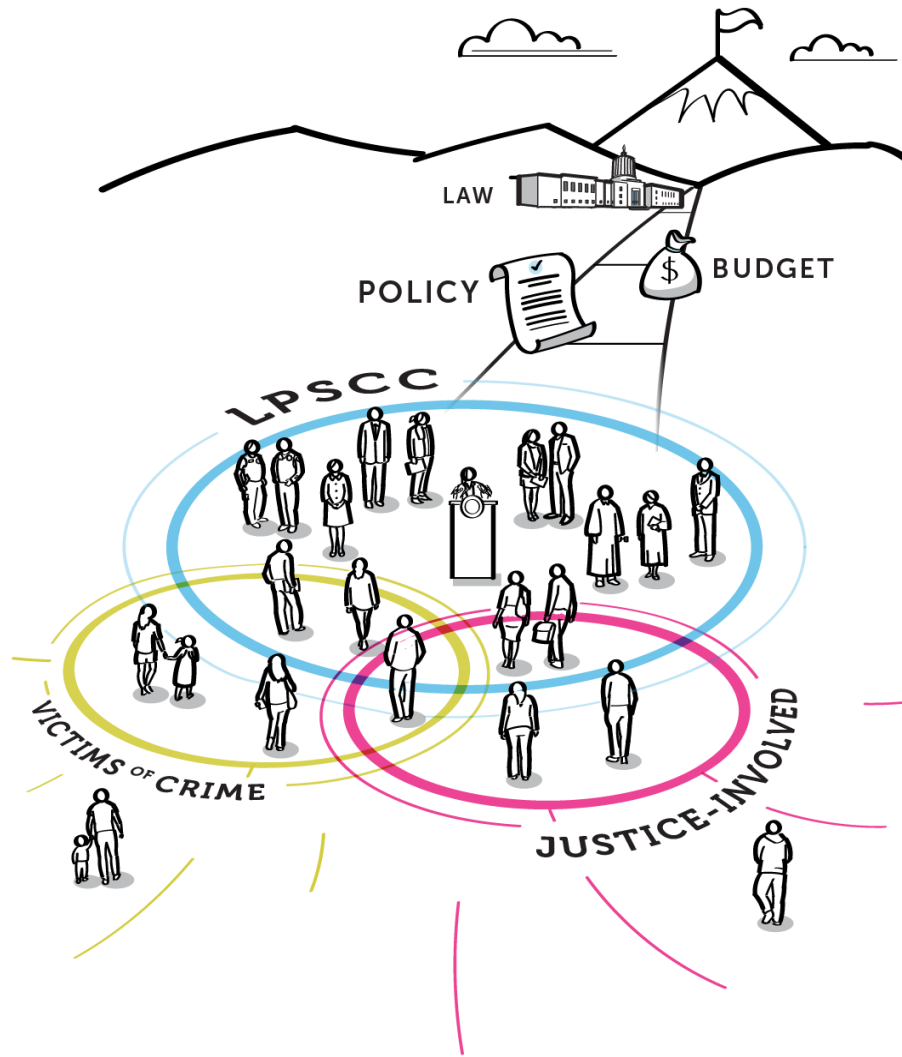


# Stakeholder Voices: Discovery Report for the LPSCC Transforming Justice Project



Second Edition  
March 2022

# Document Purpose

This report contains themes and findings from the Transforming Justice project research conducted Nov '21–Jan '22. The themes and findings were obtained through focus groups, interviews, and surveys.

A discovery process such as this is not intended to provide answers but rather to illustrate the problem and potential solutions in the voices of community members across so many different stakeholders groups. This report illustrates the breadth of perspectives and depth of community engagement of this discovery process.

As a collection and synthesis of voices from a variety of stakeholders, this report will inform and guide the drafting of a vision for Multnomah County's adult public safety systems. (See "[Project Overview](#)" for more details on the next phase of the project.)

This report is *not* a vision, a strategy, or an implementation plan. It is not designed to provide answers or instructions as to what to do next. It is a critical foundation for developing those answers, the context in which solutions are drafted, and an outline of the boundaries for the vision, strategy, and implementation plans. The vision will be completed by June 30, 2022.

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# Executive Summary

## Context

**Transforming Justice is** the ambitious but necessary process to align and advance a shared, reinvented, and implementable vision of public safety that is informed by the community, housing and behavioral health, and criminal legal system stakeholders.

The Multnomah County Local Public Safety Coordinating Council (LPSCC) seeks to develop a long-term vision to drive strategic planning and implementation processes for the adult public safety systems. This includes a specific focus on expanding 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 and budget development, legislative recommendations, and subsequent strategic planning that will guide the County, LPSCC, and its partners in health and housing sectors for years to come.

The output of this project may require significant shifts in many parts of the public safety systems. That's why it is called Transforming Justice.

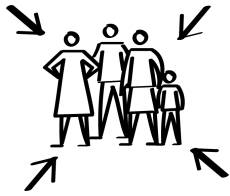
**This discovery report** contains themes and findings from the Transforming Justice project research conducted Nov '21–Jan '22. The themes and findings were obtained through focus groups, interviews, and surveys.

A discovery process such as this is not intended to provide answers but rather to illustrate the problem and potential solutions in the voices of community members across so many different stakeholders groups. As a collection and synthesis of voices from a variety of stakeholders, this report will inform and guide the drafting of a vision for Multnomah County's adult public safety systems.

## What We Heard

Fundamentally, this report uncovered what many people believe is true: that the criminal justice system is not broken, but is doing exactly what it was built to do. Any changes must start by looking at its foundation and questioning the racism and systems of oppression that hold it in place. Yet, despite the myriad ways stakeholders have been harmed by the system, most believe there are some things that work, and that further change is not only necessary, but possible.

The following six themes summarize what we heard from stakeholders and will inform and guide the development of a vision, to be delivered in June 2022.



### **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.



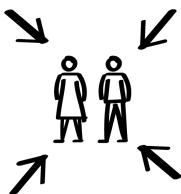
### **Evolve to a System of Restoration**

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.

## Next Steps

We must create a singular but broad vision for the future of adult public safety systems built on the foundation of these stories. A vision will provide value-based, directional guidance for broad and various stakeholders to apply to legislative, policy, and budget changes to transform expensive systems that have harmful, poor outcomes.

These stories from our community speak not just to what is real today but also to what can be. They also speak to the disconnects that must be overcome—disagreements on what is broken, misunderstandings of root causes, and varied priorities for where to begin.

The potential for this project is to one day change the paradigm to a holistic, therapeutic, and restorative system that does not require repeated short-term fixes embedded in criminal legal responses. Today's systems have been institutionalized for generations. This vision can not be implemented overnight. And there remain constant and immediate crises to address. The path forward will require a consistent and long-term commitment to achieving the vision. With that vision and dedication, one day those crises may only be history.

# Project Overview

Transforming Justice is the ambitious but necessary process to align and advance a shared, reinvented, and implementable vision of public safety that is informed by both the community and criminal legal system stakeholders.

The Multnomah County Local Public Safety Coordinating Council (LPSCC) seeks to develop a long-term vision to drive a strategic planning process for the adult public safety systems. This includes a specific focus on expanding 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 and budget development, legislative recommendations, and subsequent strategic planning that will guide the County, LPSCC, and its partners in health and housing sectors for years to come.

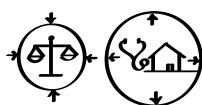
The output of this project may require significant shifts in many parts of the public safety systems. That's why it is called Transforming Justice.

## Outcomes and Pillars

The outcome of this project is a fully realized vision that will lead to a strategic plan across the public safety systems that outlasts turnover and election cycles that:



**Pillar 1:** Leads with race and prioritizes interventions, policies, and budgeting for Black, Indigenous and other People of Color (BIPOC) communities



**Pillar 2:** Focuses on shrinking the current criminal legal system footprint, and grows health, housing, and treatment responses



**Pillar 3:** Increases restorative approaches that focus on healing, harm reduction, and restoration

See [Appendix B: Stakeholder response to project pillars](#) for more on the response to these pillars by stakeholders.

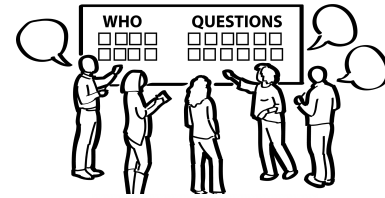
## Timeline and Phases

We are applying a phased approach to co-create LPSCC's long-term vision. Regular updates on project progress are available on the [LPSCC website](#).

May 2021 –  
October 2021

### Group Dynamics & Research Plan

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

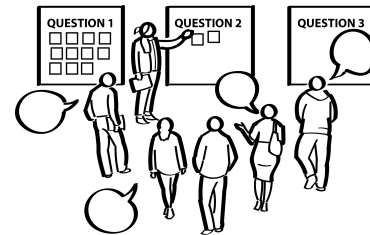


Working group  
planning research

November 2021 –  
February 2022

### Environmental Research

Conduct engagement  
research with various  
stakeholders



Stakeholder focus groups,  
interviews, surveys, etc

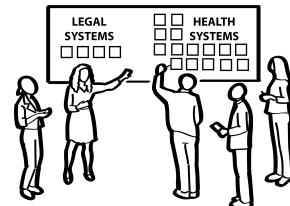
We are here



March – May  
2022

### Vision Sessions

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

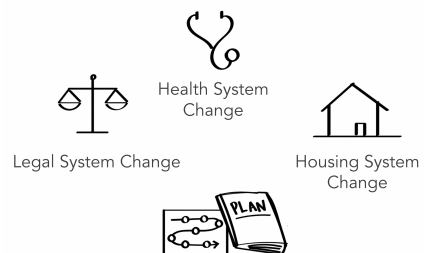


Working group developing  
the vision

June  
2022

### Final Vision and Priorities Plan

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





# Methodology

## Why a Human-Centered Approach

A human-centered approach defines expertise as proximity to the problem. Existing research and reports have prioritized those with the loudest voices. By contrast, this discovery process sought to amplify voices closest to the problem: those with lived experience and those with the power to implement or impact solutions.

Furthermore, interviews and focus groups built relationships through the research process and even instigated collaborations and coordination of efforts before the discovery phase was complete. Many expressed gratitude for this project and the opportunity to have their voices heard.

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*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

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## Who Was Engaged

Stakeholders engaged include LPSCC executives, victims of crime, community partners, and justice-involved individuals as well as elected officials, government personnel, and residents of Multnomah County. In total, 133 stakeholders were engaged in a one-on-one interview, a focus group, or a survey. These stakeholders were organized across 15 stakeholder groups. The detailed breakdown of these groups, how individuals were identified, and in what ways they were engaged is found in [Appendix E: Methodology](#).

## What We Know

Stakeholders validated what we already know, and supported the scope and intent of the project:

- Historic, systemic, and institutionalized racism has made systems especially unjust for Black, Indigenous, and other People of Color (BIPOC), so we have to intentionally lead with race if we hope to create equity when prioritizing intervention, policies, and budgets. (Pillar 1)
- Much of the resources that we allocate to police, courts, and incarceration should be shifted to addressing root causes (health, housing and treatment responses). Inadequate housing, treatment, and services cause excessive need for criminal system involvement. (Pillar 2)
- We need the system to stop harming people, and instead help them heal through restorative approaches. (Pillar 3)
- We need to hear from a wide range of stakeholders to ensure we understand what they want and need.

## What We Asked

We engaged stakeholders in exploring the following topics:

- What works in the current system and what does not
- Their dream for justice and safety
- How we can lead with race
- What is missing and must be added to keep people out of the criminal legal system
- Which parts of the criminal legal system must be retained
- Specific issues related to their particular experience with the system
- Anything else important to informing a vision for transforming justice

# Themes from Stakeholders

Fundamentally, this report uncovered what many people believe is true: that the criminal justice system is not broken, but is doing exactly what it was built to do. Any changes must start by looking at its foundation and questioning the racism and systems of oppression that hold it in place.

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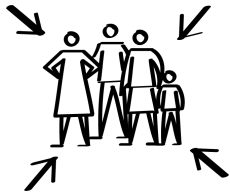
*We're basically like ambulance drivers, bringing people into the system, taking them to the hospital, except the hospital makes people sicker, not healthier . . . and they're just left adrift in the community to repeat.*

–Street-level service providers

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Yet, despite the myriad ways stakeholders have been (or seen people) harmed by the system, most believe there are some things that work, and that further change is not only necessary, but possible.

After listening to the voices of 133 stakeholders, we have heard their compelling stories, felt their frustration and pain, and found the following six themes in what they relayed about their experiences, needs, and dreams. Illustrative quotes are included here and many more are found in [Appendix A: Additional thematic quotes](#).

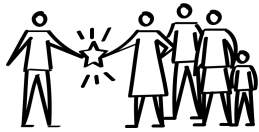


## Start with Humanity

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

*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.*

—Behavioral health—lived experience



## Empower Communities to Lead

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

*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



## 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.

*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.*

—Medical systems

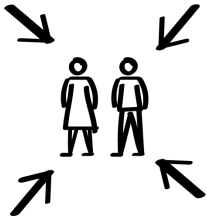


## Decriminalize Behavioral Health Needs

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

*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



## Engage and Uplift Our Youth

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

*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.

*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

## Conclusion

We must create a singular but broad vision for the future of adult public safety systems built on the foundation of these stories. A vision will provide value-based, directional guidance for broad and various stakeholders to apply to legislative, policy, and budget changes to transform expensive systems that have harmful, poor outcomes.

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*We need an ambitious vision that goes beyond term limits . . . a longitudinal analysis. How much of our . . . policy is cyclical? [H]ow 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 new visions and ideas.*

–Community leaders

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These stories from our community speak not just to what is real today but also to what can be. They also speak to the disconnects that must be overcome—disagreements about what is broken, misunderstandings of root causes, and varied priorities for where to begin.

The potential for this project is to one day change the paradigm to a holistic, therapeutic, and restorative system that does not require repeated short-term fixes embedded in criminal legal responses. Today's systems have been institutionalized for generations. This vision can not be implemented overnight. And there remain constant and immediate crises to address. The path forward will require a consistent and long-term commitment to achieving the vision. With that vision and dedication, one day those crises may only be history.

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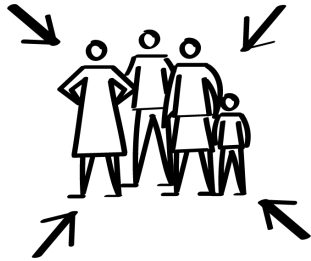
*So, these are the kinds of things that if we talk about it, we have to [actually] do it, whether it's budgeting or whatever—because while they're budgeting, we're writing funerals.*

–Survivors of crime

# APPENDICES

## Appendix A: Additional Thematic Quotes

The following pages expand on the themes from voices of the community, providing additional quotations related to each theme. Additional quotations categorized by topics [are available for download on the LPSCC website's Reports and Publications page](#).



### Start with Humanity

We must treat people with humanity—disrespectful and inhumane treatment escalates trauma. Below are examples of success and also failure to treat all people with humanity, regardless of the mistakes made or harm caused.

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*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

---

Many stakeholders' stories about what does work in the system include elements of humane treatment by good people:

- The detective who keeps in touch with a grieving mother

*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 mentors—many of them—who help those with substance use disorder to see the way to a better life



*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 politician who doesn't stop fighting for true justice

*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**

- The first responder who saves a person in crisis

*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**

- The judge who makes it clear they see the value in an offender

*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**

- The officer who develops a relationship with a community

*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.*

**—Street-level service providers**

- The role models who inspire young people to want to be officers, lawyers—leaders.

*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**

Unfortunately, there are many more stories about the harm caused by a lack of humanity in the system.

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

**–Houseless communities**

*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**

*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**

*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**

*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.*

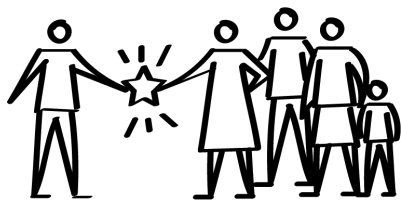
**—Behavioral health—lived experience**

*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**

*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**



## Empower Communities to Lead

Resource localized solutions and culturally-specific services and programs that mitigate and transform harmful effects of systemic racism. Participants think of community leadership in terms of both Multnomah

County neighborhoods and culturally-specific communities. They want decision-making to come from the people in those communities who understand both their neighborhood, their cultures, and how best to support them.

*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**

*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**

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

**–Houseless communities**

*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**

*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**

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

**–Survivors of crime**

*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**



## 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 the system so it stops harming people now.

Participants are aware of initiatives that have been helping to reduce harm in the criminal justice system. But all of the criminal justice leaders engaged in this project—including the police officers, lawyers, and judges—acknowledge that the system requires much more change, and the evolution has only just begun.

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*After I became a felon, I felt like all my dreams were just done . . . I was like, all right, this is all I [will] ever be, this is all I'll ever be seen as.*

–Behavioral health—lived experience

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*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 systems

*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 indefensibly 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

*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**

*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 [will] 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**

*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**



*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**

*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 system decision makers**

*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 . . . 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**



## Decriminalize Behavioral Health Needs

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

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*Incarcerating people is punishment and 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

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*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

*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

*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

*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. 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**

*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 providers**

*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**

*It is possible for us to have that kind of budget priority to support people in success rather than incarcerating people which is punishment and 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**

*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.*

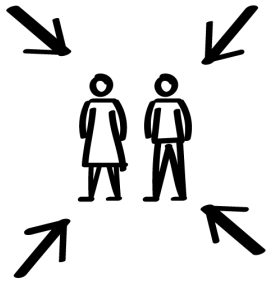
**–Houseless communities**

*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**

*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.*

**–Criminal legal reform organizations**



## Engage and Uplift Our Youth

Youth issues need their own unique approach; incarceration should not be an option. Removing children from their homes causes trauma that often leads to further involvement with the criminal justice system.

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***These kids are literally raised in a system that profits off their existence.***

—Justice involved—lived experience

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*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

*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

Participants agree that youth should not be incarcerated.

*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**

Engaging with young people will not be easy if they feel compelled to stay home and away from people to avoid getting into trouble with the system.

*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**

*More after school activities [could help keep people out of the criminal legal system].*

**–Houseless communities**

*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**

*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**

*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 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**

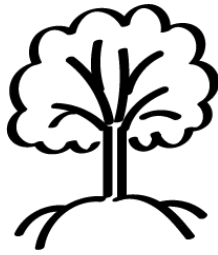
*We had folks like Rob Ingram who helped redirect young folks, so I would like to see more of that.*

**–Elected officials**

*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.

Participants assert the need to address the root causes of behavioral and criminal activity. They believe that starting with improving the situations of young people can help to stop generational trauma, and they know that courageous leadership is the key to effecting real and lasting change.

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*An ounce of prevention prevents thousands of dollars  
in mitigation and remedy.*

–Community leaders

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*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

*Courageous leadership is being willing to say what actually needs to happen rather than maybe what in the short-term people think is important.*

–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**

*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**

*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 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, sentencings, 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**

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

**–Young people**

*Legal justice should have more outreach to people in their system.*

**–Houseless communities**

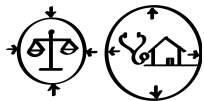
## Appendix B: Stakeholder response to project pillars

The wide range of stakeholders in this initiative have been consistent in saying that the system is broken and in need of immediate, significant, and long-lasting change. The system includes community/crisis services, law enforcement, jails, courts, prosecution, public defense, reentry, community corrections, health, housing and treatment response, education, employment, public safety. Stakeholders are largely supportive of the three pillars of Multnomah County's Transforming Justice initiative.



**Pillar 1:** Leads with race and prioritizes interventions, policies, and budgeting for Black, Indigenous and other People of Color (BIPOC) communities

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

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 stakeholders' areas of experience and passion lead them to focus on specific areas of need and a variety of nuanced approaches for improving them.



**Pillar 3:** Increases restorative approaches that focus on healing, harm reduction, and restoration

Easily the pillar that resonates most deeply is the idea that a “dream” system would necessarily focus on healing, harm reduction, and restoration. This is especially true for stakeholders with lived experience who seem to have been dreaming of an ideal system for most of their lives. Participants envision a system that will lead with humanity throughout the system, and for all individuals, families, and communities.

## Appendix C: Participant Recommendations

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!
- Have the courage to acknowledge white supremacy's impact and enact anti-racist laws.
- Take full responsibility for harm done historically and currently.
- Empower and work with communities to address the myriad root causes and eliminate harm to families.
- 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.
- "People need to stop dying and getting shot in the streets!"

Participants also provided many specific recommendations. The paraphrased recommendations below include some inaccurate or outdated perspectives which represent misunderstandings or misinformation. We have included them to illustrate the challenges to achieving a shared understanding of current practices and needed improvement. This is not a comprehensive list of recommendations but rather illustrative of the topics and language participants used.

- Stop targeting BIPOC individuals for traffic stops and other minor offenses.
- Ban arrests for low-level traffic violations.
- Eliminate fines and fees for people living in poverty, including high fines for unpaid tickets and holding for the inability to post bail.
- Provide financial assistance quickly when a family member is killed because expenses from gun violence are not things you plan for.
- Bring back Detox for intoxicated people to keep them out of jails and hospitals and create a different program for meth users.
- Incarcerate only those who must be separated from society—never juveniles or those with substance use disorders.
- Provide more treatment beds, especially for youth.
- Bring back drug court and 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
- Use unarmed people to perform welfare checks in houseless communities.
- 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.
- Develop a tiered system of acute need—elderly; most physically and cognitively vulnerable; then children, young people, single mothers and families who are homeless.
- Help the houseless find safe places to go; open up abandoned buildings.

## Appendix D: Literature Review

The following sources were recommended reading by the Working Group, Steering Committee, and stakeholders during interviews or focus groups. This literature review is an effort to ensure that the participants in the Transforming Justice project have access to—and some sense of—sources of wisdom and experience from related work. It is not designed to be a comprehensive study of these sources; instead, we read these materials looking for commonalities and conflicts with the work we are undertaking now, and we endeavored to capture important insights, information, and/or quotes from the sources.

Active links have been provided for ease of review of sources.

### 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 stakeholders, including:

- The criminal legal system needs significant transformation 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 end systemic racism.
- The police system especially needs immediate change—short-term and long-term—to reduce violence against BIPOC communities.

### Notable Conflicts

While our stakeholders and these sources agree transformation is necessary, there is disagreement on the means for achieving it (e.g., reform, abolition, irreducible minimum).

### Active Initiatives

#### [Portland Street Response](#)

- City of Portland pilot program that sends certain 911 calls to medical crisis teams.
- This pilot is currently receiving high praise as an alternative to police involvement (including from our stakeholders).

#### [Oakland's Operation Ceasefire 2019](#)

- A long-term initiative that managed to successfully reduce gun violence in Oakland by investing in the community.
- With a detailed data analysis (much like the Multnomah County FUSE initiative), Oakland implemented a program to help citizens most at risk of gun violence.

### [Brooklyn's Man Up! Initiative](#)

- A community-based initiative in Brooklyn that has been very successful in reducing gun violence.
- This initiative uses the Crisis Management System (CMS) which has been successful around the country:
  - **The Crisis Management System:** this network deploys teams of credible messengers who mediate conflicts on the street and connect high-risk individuals to services that can reduce the long-term risk of violence. From 2010 to 2019, data shows the Crisis Management System has contributed to an average 40% reduction in shootings across program areas compared to 31% decline in shootings in the 17 highest violence precincts in New York City.

### [Baltimore Violence Reduction](#)

- A program that has two main approaches: it diverts behavioral health-related 911 calls from police to a 24-hour hotline staffed with clinicians, and it provides special officers for de-escalation.
- Special officers have been able to deescalate most situations until further help arrives.

## Local Data Analyses

### [Audit of the Portland Police Bureau's Gang Enforcement Team](#)

- This audit analyzes the data collected by the Portland Police Bureau annually since 2001 in regards to the former Gang Enforcement Team (this team no longer exists). The audit and analysis were performed by the Bureau to "facilitate discussions surrounding racial disparities in stops."
- According to a 2016 survey, relating to the entire police force not just the Gang Enforcement Team, "78 percent of African American respondents worried that Portland police might stereotype them because of race or ethnicity."
- Auditors found racial disparities: 59 percent of the Gang Enforcement Team's traffic stops affected African Americans.

### [Black Portlanders Are More Likely to Be Murdered Than Their Peers in Cities Better Known for Crime \(wweek.com\)](#)



- This local newspaper article suggests that the City of Portland needs to address violence in the community at its roots by providing more economic opportunities and starting preventive programs to improve the general public's conflict resolution skills.
- "More than 1 in every 1,000 Black people living in Portland died in a homicide."
- Black people in Portland are more commonly targeted in gun violence than white people in Portland and Black people in other U.S. cities.
- Relevant Statistics: Black Portlanders were killed at 12 times the rate of white Portlanders.

LPSCC sponsored Racial and Ethnic Disparities Decision Point Analyses: [2015](#), [2019](#)

- Multnomah County incarceration rates are much higher for Black, Indigenous, and Latinx people than for white people.
- The justice system favors white offenders and needs reform to remedy this inequality.
- "The prevalence and persistence of these disparities undermines the notion of "justice" in our criminal legal system."

#### [Frequent User Systems Engagement 2018](#) (FUSE)

- This detailed analysis of Multnomah County reveals the efficacy of supportive housing in regard to reforming justice.
- This model was implemented in Multnomah County with support from the Corporation for Supportive Housing (CHS), Health Share of Oregon, The Local Public Safety Coordinating Council (LPSCC), and the Joint Office of Homeless Services, and the Multnomah County Sheriff's Office.
- The data analysis, which pulls information from all partners involved, reveals that chronically homeless people who had been in supportive housing for at least one year experienced far fewer adverse system interactions than they had while unhoused. For example, the 'newly housed' experience far fewer jail bookings than they would have before.
- Seeing as the goal of this project is to determine sustainable justice reform initiatives, housing is potentially the most important aspect of reform. Sustainable housing directly reduces homelessness, and also provides benefits related to health care and reduced incarceration. These are all areas where BIPOC communities face inequality, so housing is a single initiative that supports multiple areas in need of reform.
- Supportive housing in Multnomah County has also reduced hospitalizations, which in turn benefits the healthcare system by reducing the cost of Medicaid per member. The healthcare system is an essential aspect of justice reform, so supportive housing helps with justice reform in multiple areas.

- Overall, the data from Multnomah County's FUSE analysis proves that supportive housing has been effective so far in Multnomah and would be a good area to focus on in future initiatives.

### [Imagine Black: The People's Plan](#)

- An extensive report about many areas of racial inequity in the Portland metro area and the need for reform to better support the Black community, including housing, education, economic, and policing reforms.

### [Multnomah County Auditor's 2019 audit on Mental Health](#)

- This audit found that mental health services in Multnomah County are not sufficient.
- Based on this information, local mental health services are a critical area in need of reform to better serve minorities/people at risk in the community (such as BIPOC communities and those who suffer from ongoing mental illness).

## Oregon Information and Statistics

### [Reimagine Oregon](#)

- A community-based initiative focused on policy reform in Oregon. Focus areas include Education, Police Divestments, Housing, Health and Wellbeing, Transportation, Economic Development, Legislative Process, and Community Safety. This is an Oregon-specific program, so these community demands are important starting points for reform.

### [State of Black Oregon 2015](#)

- This source discusses the many areas of racial inequality that need to be addressed to provide systemic justice, including policy changes (on page 128).
- In Oregon, 30% of Black families live below the poverty line.
- Unemployment rates in the Black community are nearly twice as high as those in the white community.

## Additional Sources

### [Black Americans Are Killed At 12 Times The Rate Of People In Other Developed Countries | FiveThirtyEight](#)

- “We as a country will have to reckon with the fact that this type of mass violence does not happen in other advanced countries.” –Barack Obama
- “Black Americans are far more likely to be homicide victims than white Americans.”
- As an advanced country, this rate of homicide is unusual, and highly motivated by racial discrimination: white Americans face a much lower rate of homicide than Black Americans.

### [Black Portlanders Are More Likely to Be Murdered Than Their Peers in Cities Better Known for Crime \(wweek.com\)](#)

- This local newspaper article suggests that the City of Portland needs to address violence in the community at its roots by providing more economic opportunities and starting preventive programs to improve the general public's conflict resolution skills.

### [Imagine Black: recommendations for justice reform](#)

- “We must have democratic community control over safety and justice systems rooted in restoration and healing. It is beyond time to move towards community safety that supports a healthy, healed Black community.”
- Recommends defunding the police and moving those resources to community-based programs.

### [Law enforcement with a public health lens](#)

- Police need to form relationships with communities again.
- Community-based programs are most effective for social justice reform.

### [Movement for Black Lives Policy Platform](#)

- “Cisheteropatriarchy and ableism are central and instrumental to anti-Blackness and racial capitalism and have been internalized within our communities and movements.”

- Invest in Black communities and support Black youth for a significant difference long term.

### [Oakland's Operation Ceasefire](#)

- This is an example of a successful gun control initiative that used community-based programs to reduce gun violence long term in Oakland, along with short-term initiatives to directly communicate with people who are most likely to be involved in gun violence in the present (identified through extensive research).
- Discusses helping individuals make better decisions to prevent gun violence and help reform continue through support programs: target the youth to prevent this situation from continuing (long term plan).

### [Podcast with Patrick Sharkey, 2021](#)

- Patrick Sharkey is a Professor of Sociology and Public Affairs and is the founder of [AmericanViolence.org](#).
- Suggests that policing is not the way to reduce violence, but rather community intervention programs are most effective for long-term results.

### [Reducing violence and building trust](#)

- Suggests that police need to be more thoroughly trained to avoid racial profiling and reduce gun violence.
- Talks about the police's negative role in the community and how to make them more trustworthy to the people through improved justice systems and officer training.

### [Reshaping Criminal Justice After COVID-19](#)

- Overall, the pandemic revealed a lot of flaws in the justice system that need to be reworked for racial equality for BIPOC communities
- Addresses multiple areas in need of reform (refer to page 8 for details)

### [2019 Sequential Intercept Mapping exercise and report](#)

- "When justice systems and social service providers/contractors pursue new policy and program ideas, this map should be consulted first." (page 18)
- Suggests that community support systems need to be more thorough and consistent to fill the current gaps that lead to unnecessary violence and incarceration.

### [Survey on needs of people living unsheltered](#)

- Homelessness is much more common among people of color, yet another example of systemic inequalities.

### Square One Project Executive Session Papers:

#### [Racial Justice in Criminal Justice Practice](#)

#### [Towards a new framework for achieving decarceration](#)

#### [Social Fabric: A new model for public safety and vital neighborhoods](#)

- “Racial justice should be a focus not only for criminal systems, but also for all systems and institutions that have perpetuated oppression”
- Through improved education, healthcare, housing, and other social programs, we can begin to dismantle the systemic inequalities that oppress BIPOC communities.
- The last link suggests we enact new responses for public safety issues that don’t require police.

### [Violence interrupted: Community-driven strategies to reduce gun violence](#)

- Arrests and incarceration won’t stop urban gun violence. Instead, a growing number of researchers say community violence prevention is the most promising solution.

### [When we tell our stories](#)

- Community based services are most beneficial to help support people in areas plagued by violence.
- This is an extensive source, with many individual stories that could be further explored.

## Appendix E: Methodology: Discovery Activities and Statistics

The LPSCC Transforming Justice Project is conducted the following activities with the Multnomah County stakeholders identified by the Working Group 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.

Following are the summary statistics of engagement across various activities.

Status	Focus Groups	Interviews	Total FG+I	Surveys	Total Responses
Completed	62	44	106	27	133
Remaining	95	16	111	65	176
Total	157	60	217	92	309
% Complete	39%	73%	49%	29%	43%

Following is the breakdown of engagement across the stakeholder groups. Note that these stakeholder group distinctions were made to guide outreach and ensure adequate distribution of engagement. However, most individuals represent the intersectionality of various groups. For example, almost all “Elected Officials” also identify with one to three other groups.

Stakeholder Group	# of Individuals	Total FG+I	Surveys	Total	% Complete
Community leaders	22	5	3	8	36%
Culturally specific community groups	11	0	0	0	0%
Culturally specific providers	14	3	0	3	21%
Survivors of crime	22	8	6	14	64%
Criminal legal system decision makers	14	13	1	14	100%
Street-level service providers	37	13	2	15	41%
Medical systems	23	3	4	7	30%
Justice involved—lived experience	19	8	0	8	42%
Behavioral health—lived experience	12	9	0	9	75%
Local housing systems	21	8	0	8	38%
Houseless communities	17	13	0	13	76%
Recovery communities	8	6	0	6	75%
Criminal legal reform organizations	11	8	0	8	73%
Elected officials	51	3	5	8	16%
Restorative justice experts	9	3	1	4	44%
Steering committee	15	0	5	5	33%
Young people	3	3	0	3	100%
Total	309	106	27	133	43%

While one never expects 100% engagement across all groups and all methods, compared to typical discovery processes, these completion percentages are excellent. Further, the discovery objective was to elevate voices who are not often heard from, rather than equal engagement across all groups.

Of note, groups for whom completion percentage is lower represent multiple instances of outreach including video messages from the LPSCC co-chairs, one-to-one emails, calls, and texts when possible. Despite these efforts, some people were unresponsive.

Of the 133 people reached, most opted-in to continued engagement. They will receive the final report and hopefully recognize their voices in it as well as other updates as the project progresses. Those who were not already being compensated for their time participating were offered a small cash gift card as recognition of their time and expertise.

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 is found in [Appendix D: Literature Review](#) including commonalities, notable conflicts, successful initiatives, and an annotated list of sources.

# Appendix F: Authors

## LPSCC

The [Multnomah County Local Public Safety Coordinating Council \(LPSCC\)](#) is a statutorily created collaboration and is made up of key local public safety partners. At the time of publication, the Council is currently co-chaired by [Multnomah County Chair Deborah Kafoury](#) and [Portland Commissioner Jo Ann Hardesty](#). The Multnomah County LPSCC engages in a variety of activities to improve and reform the criminal justice system.

## Territory

[Territory](#) is a global design consultancy based in Portland, Oregon with extensive experience facilitating large strategy and visioning projects. The firm consists of a network of consultants, designers, and strategic thinkers bringing keen knowledge of how to co-create, collaborate, and design meaningful, actionable solutions.

Territory's methodology focuses on a fundamental belief in the power of human-centered design. Our team strives to develop innovative solutions through close collaboration and ideation.