

**PERSPECTIVES ON  
THE COMMUNITY JUSTICE PROCESS IN  
DESCHUTES COUNTY, OREGON**

Summary of Community Interviews  
Conducted October - November 1997

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## I. Introductory Summary

Community justice is a concept that has taken shape over the past decade or more, as crime victims and citizens have expressed growing dissatisfaction with a justice system that doesn't serve their interests, and as many justice system professionals have become increasingly frustrated with the lack of public support for their efforts.

Community justice shifts the focus of the justice system to the needs of the victim and the community, as well as the accountability of the offender. It is based on the premise that the justice system and citizens must work together to address public safety and to restore victims and communities to the fullest extent possible. Community justice emphasizes prevention by encouraging the collaboration of citizens, elected officials and public sector employees to create and maintain healthy communities.

In Deschutes County, Oregon's historic leadership in community corrections and victim advocacy has fostered an environment supportive of the County's pioneering efforts to establish restorative and community justice strategies and programs. As shifts from state to local policymaking have evolved in Oregon, Deschutes County has been developing innovative delinquency prevention and corrections programs that make it a state and national leader in the restorative justice movement. With new community corrections management in the mid-1980's, and a tradition of citizen teamwork and community collaboration, Deschutes County has developed a unified juvenile and adult Department of Community Justice which uses a restorative and holistic approach to community corrections and crime prevention. The Deschutes County Commission on Children and Families, operating as a pilot project for the state and comprised entirely of citizen volunteers, continues and expands the County's rich tradition of policy innovation through its creative approaches to enhancing community wellness while supporting diversity and encouraging community ownership.

The National Institute of Corrections (NIC) has selected Deschutes County, Oregon to serve as a developmental laboratory for community justice. NIC selected Community & Justice Solutions (CJS), a consulting firm based in Portland, Oregon, to work with Deschutes County and NIC to: systematically document the change process; help to articulate a shared vision of community justice and formulate new ways of doing business; develop and implement performance measures and outcome evaluation systems; and, support the County in its role as a national resource center for community justice-related work.

Community & Justice Solutions initiated its collaboration with Deschutes County and NIC by conducting structured interviews with 85 Deschutes County community members and policymakers. Through this interview process, CJS intended not only to document the change process in Deschutes County, but also to provide County leaders with the opportunity to reflect on current conditions, their history of progress, and the challenges ahead as they consider the next steps in establishing a community justice system. The interviewees, who represent a broad cross-section of roles and interests, were asked about the concept and practice of community justice, where it stands today in Deschutes County, their vision for their community, strengths and weaknesses in the implementation of community justice, and what needs to happen next. Though a range of knowledge and opinion was expressed, distinct and consistent patterns emerged that are discussed in the body of this report.

## Key Findings

Deschutes County community leaders interviewed for this report are, for the most part, enthusiastic about community justice and its potential for enhancing the health and safety of their communities. Indeed, the energy and commitment to community justice they have already demonstrated is truly impressive. They generally feel that Deschutes County is uniquely suited to serve as a developmental site for exploring and realizing the promise of community justice. They are also candid in recognizing obstacles that must be overcome and actions which should be taken in order to transform values and attitudes, and to change current ways of “doing the business of justice.”

The interviews revealed that:

- Elected officials and public sector professionals were more likely than others to have a comprehensive understanding of the evolution of community justice in the County;
- Nearly all of the 85 people interviewed have a good grasp of the term “community justice”;
- Though most interviewees felt that others shared their vision of community justice, they indicated that many citizens have not yet been exposed to the concepts or process;
- Many interviewees see the evolution of community justice as the best thing that has happened in Deschutes County;
- The majority of those interviewed see government as a collaboration between citizens, elected officials and public employees; and
- Nearly all interviewees feel that full implementation of community justice would create a positive community climate, where citizens help each other to create and maintain a “good neighbor” society that values and supports children, families and individuals.

The process of reshaping traditional justice system approaches into a community justice orientation is both complex and time-consuming, especially because the increasing diversity of the Deschutes County’s population and the widening income gap in its communities call for ever more innovative approaches to ensuring inclusive and enduring citizen involvement. But the potential payoff is great - safer, healthier communities and, ultimately, a system of community governance in which citizens truly share decisionmaking, visions and values with their elected officials and justice professionals.

## Next Steps

To continue the process of implementing community justice, C./S recommends that one or more leadership forums be convened as soon as possible to consider and prepare for the profound implications of this process. The community justice transformation will lead to increasing opportunities and demands for a new system of “community

governance”, characterized by broad citizen participation in all policymaking and operations of local government.

As the leadership of Deschutes County’s community justice movement reaches agreement over the implications and consequences of proceeding further, and commits to addressing the challenges involved in establishing a community justice system, they should increasingly include individual citizens and communities in a **public engagement process** that produces shared values and visions for community justice. As this process unfolds, Deschutes County’s “community partners,” including religious groups, schools, neighborhood associations, volunteer organizations, service providers, and individual citizens will become increasingly capable of engaging in the continuous process of developing, implementing, evaluating and redesigning viable solutions to the problems of health and safety facing Deschutes County. The result will be an evolving community justice system that enjoys widespread public support and involvement.

The ultimate goal of community justice is to create and sustain safe and healthy communities. To ensure progress toward meeting that goal, and to hold local government and its partners accountable for their successes and failures, **performance measures** should be agreed upon as early as possible in Deschutes County’s community justice planning process. **Partnership agreements** that specify definitions of “success” as measurable outcomes, and which define processes to employ in resolving emerging issues, can help lay the groundwork both for ongoing performance monitoring and for more rigorous evaluations in the future.

In the final analysis, community justice is a process of transformational learning, which expands the collective awareness and learning capacity of citizens and their government. With an open and inclusive public engagement process, and thoughtfully designed but flexible community partnerships, Deschutes County can transform its communities thinking about and actions regarding issues of justice, health and safety. And, because the wisdom that these communities collectively can bring to bear on those issues is greater than that which any one of them could enact unilaterally, Deschutes County will have realized the promise of democratic governance.

## II. Introduction

### History of Community Justice

Community justice is a concept that has taken shape over the past decade or more, as crime victims and citizens have expressed growing dissatisfaction with a justice system that doesn't serve their interests, and as many justice system professionals have become increasingly frustrated with the lack of public support for their efforts.

"Community justice begins with the premise that the community is the ultimate customer of the system."<sup>1</sup> Community justice shifts the focus of the justice system to the needs of the victim and the community, as well as the accountability of the offender. It is based on the premise that the justice system and citizens must work together to address public safety and to restore victims and communities to the fullest extent possible. Community justice emphasizes prevention by encouraging the collaboration of citizens, elected officials and public sector employees to create and maintain healthy communities. It is a "democratic system . . . where people with the most to gain or lose accept the rights and responsibilities of collaborative decision-making."<sup>2</sup> Components of community justice in action include community policing, community prosecution, community courts, and other community-based programs and practices that encourage collaborative approaches to identifying and solving problems.

The National Institute of Corrections (NIC) has selected Deschutes County, Oregon to serve as a developmental laboratory for community justice. In Deschutes County, Oregon's historic leadership in community corrections and victim advocacy has fostered an environment supportive of the County's pioneering efforts to establish restorative and community justice strategies and programs. Because of its long tradition of community activism, innovation and collaboration in social policymaking, Deschutes County can lead the way for others committed to "placing the community and victims at the center of justice activities and efforts."<sup>3</sup>

Since 1974, when Oregon's legislature passed the Community Corrections Act, the state has been steadily shifting criminal justice and community corrections responsibilities, resources and expertise to its local communities. In 1995, this trend culminated in the transfer to the counties of all community corrections planning and implementation responsibilities, to be funded by the state based primarily on county population size. The local Public Safety Coordinating Council (PSCC) in Deschutes County, and in nearly every other Oregon county, is a central component in this localization of justice system planning and practice. The PSCCs bring together representatives of key criminal and juvenile justice agencies, local elected officials, and citizen activists to collaborate in developing policies and program strategies that will enhance public safety and well-being.

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<sup>1</sup> Barajas, Eduardo, Jr. 'Moving Toward Community Justice', in Community Justice: Striving for Safe, Secure, and Just Communities, Louisville, CO: LIS, Inc., March 1996, p. 4.

<sup>2</sup> Bucqueroux, Bonnie. 'Community Criminal Justice: Building on the Lessons that Community Policing Teaches'. in Community Justice: Striving for Safe, Secure, and Just Communities, Louisville, CO: LIS, Inc., March 1996, p. 13.

Barajas, Eduardo, Jr. 'Community Justice: Bad Ways of Promoting a Good Idea', American Probation and Parole Association Perspectives, Summer 1997,16-19.

In 1993, the Oregon legislature established state and local Commissions on Children and Families (CCFs), "a revolutionary form of governance bringing individuals, communities, non-governmental organizations and federal, state and local government together to:

- a) identify community strengths, concern and opportunities;
- b) develop comprehensive plans and share the responsibility for implementing those plans; and
- c) share accountability for results."<sup>4</sup>

The CCF initiative embodies a strong belief in the "wisdom and will of local communities to make good decisions about the health and safety of children and families."<sup>5</sup> Local CCFs, comprised primarily of volunteer citizens appointed by County Boards of Commissioners, are partners with the PSSCs in developing local plans for crime and delinquency prevention. In several Oregon counties, the CCFs have pioneered innovative approaches to enhancing community wellness and safety, including "community progress teams" that galvanize citizens to make a difference in their own home communities<sup>6</sup>, and new ways to define and measure interim and long-range outcomes of prevention and intervention efforts that are both objective and practical.<sup>7</sup>

The Portland Police Bureau is one of the first law enforcement agencies in the country to implement community policing as its primary way of doing business. Community policing, which is both a philosophy and a method, seeks to engage the public in enhancing its own safety while also more clearly defining the role of police officers in protecting and empowering citizens.<sup>8</sup> Following the Portland Police Bureau's pioneering efforts, many Oregon communities have since reorganized their law enforcement functions to emphasize localized problem-solving and preventive activities, encouraging collaboration and mutual accountability between police and citizens in the pursuit of social order.

Oregon has long been a leader in focusing on the needs and rights of victims of crime. One of the first victim advocacy programs in the nation was founded by the Multnomah County District Attorney's office nearly 20 years ago. The State Attorney General's office operates a victims' compensation program, and CASA programs currently serve nearly all Oregon counties, including Deschutes County. The County's state-of-the-art child advocacy center, the "KIDS Center", opened four years ago. Convened in 1994, the Oregon Domestic Violence Council encourages localities to develop community-

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<sup>4</sup> Oregon Commission on Children & Families. "System Development and Implementation Framework", December 6, 1996.

<sup>5</sup> Ibid.

<sup>6</sup> Marion County Children and Families Commission, Update from the Community Progress Teams, 1996.

<sup>7</sup> Pratt, C.C.; Katsev, A.; Henderson, T.; and Ozertich, R. Building Results: From Wellness Goals to Positive Outcomes for Oregon's Children, Youth, and Families. Salem, Oregon:

<sup>8</sup> Oregon Commission on Children and Families, April, 1997.

Goldstein, H. "The New Policing: Confronting Complexity", Research in Brief, National Institute of Justice, Washington, D.C., December, 1993.

centered, collaborative processes, including their own local Domestic Violence Councils, “to create change at the local level for seemingly intractable problems.”<sup>9</sup>

### Deschutes County: Contexts and Characteristics

As shifts from state to local policymaking have evolved in Oregon, Deschutes County has been developing innovative delinquency prevention and corrections programs, which make it a state and national leader in the restorative justice movement.<sup>10</sup> With new community corrections management in the mid-1980’s, and a tradition of citizen teamwork and community collaboration, Deschutes County has developed such innovations as a unified juvenile and adult Department of Community Justice which uses a restorative and holistic approach to community corrections and crime prevention, The Deschutes County CCF, operating as a pilot project for the state and comprised entirely of citizen volunteers, has continued the County’s “rich tradition of developing new ventures”<sup>11</sup> through its creative approaches to enhancing community wellness while working to support diversity and encourage community ownership.

Located in the heart of the state of Oregon, Deschutes County encompasses the snow-capped Cascade Mountains and the fertile valley, range and forest lands of the “high desert country” or Central Oregon plateau. The average elevation of the County’s principal towns is 3525 feet. Its annual precipitation is 12.04 inches of rain and 33.8 inches of snow. The average temperature in January is 30.5 degrees and 62.5 degrees in July. French-Canadian fur trappers of the old Hudson’s Bay Company gave the name Riviere des Chutes (river of the falls) to one of Oregon’s most scenic rivers, from which the county of Deschutes took its name. The County was created from a part of neighboring Crook County in 1916. County borders were generally determined by how far a messenger on a horse could ride in one day’s time.

Deschutes County has experienced the most rapid growth of any county in Oregon during the past 10 years, largely due to its invigorating climate, which provides year-round recreational opportunities for skiing, fishing, hunting, hiking, climbing, biking, boating, golf, and rockhounding. People also choose to settle in the County to enjoy the benefits of rural or small-town life.

In 1993, Portland State University’s (PSU) Population Center estimated the County population was 88,800, over one-third of whom lived in the city of Bend, which is the county seat. Other main cities are La Pine, Redmond and Sisters. Bend is 160 miles from Portland, 343 miles from Seattle, and 490 miles from San Francisco. Though the Bend airport is served by several major airlines, there is no public transportation system in Bend or any of the other major towns in the County.

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<sup>9</sup> Oregon Domestic Violence Council. A Collaborative Approach to Domestic Violence. Salem, Oregon, 1996.

<sup>10</sup> Klein, A. “Community Probation: Acknowledging Probation’s Multiple Clients”, Community Justice: Striving for Safe, Secure and Just Communities, Louisville, CO: LIS, Inc., March 1996, p. 27.

<sup>11</sup> Deschutes County Commission on Children and Families. 1995-97 Comprehensive Plan, July 1994, updated November 15, 1994.



The County is not ethnically diverse. In 1993, PSU estimated that 85,373 (98%) of the County's residents were Caucasian, 1,960 were of Hispanic origin, 767 were Native American, 562 were Asian or Pacific Islanders, and 98 were African American. The Central Oregon Economic Development Council estimates the current County population to be about 100,000, a 15% increase from the 1993 population. Deschutes County's population is projected to be 106,671 in the year 2000, another 7% increase from the current level.

Central Oregon Community College's main campus is located in Bend, with seven off-campus teaching centers throughout the region. The College provides comprehensive course work at the freshman and sophomore levels for transfer students, as well as training and retraining programs in business, industry, the trades and government service. Three school districts serve Deschutes County: the Bend-La Pine School District has 19 schools with 11,278 students; Redmond School District has 10 schools with 4,973 students; Sisters School District has 2 schools with 1,130 students.

The County's principal industries are tourism, retail trade, secondary wood products, recreational equipment, aviation, and computer software. The cost of living in Bend is slightly above the national average (105%). Average monthly rent in Bend is \$700 and \$650 in Redmond (based on two-bedroom rental), while the average cost of a single family home in Bend is \$133,730 and \$92,421 in Redmond. Average family income in the county is \$37,200, slightly below the statewide average of \$38,700.<sup>12</sup> (data from the Central Oregon Economic Development Council). Observers feel that there is a significant and growing disparity between the income of the wealthiest and the poorest County residents.

Though it is likely to continue to grow, Deschutes County will remain small enough to make county-wide change more feasible. However, the issues and challenges facing the County are complex enough to require that successful change processes be thoughtfully designed and implemented. The County has been working for years to build a community-focused justice system that can mobilize citizens to invest in the health and safety of their communities, so the potential for fully implementing community justice in Deschutes County is great.

### Background of the National Institute of Corrections' Community Justice Project

NIC has selected *Community & Justice Solutions (C./S)*, a consulting firm based in Portland, Oregon, to work with Deschutes County and NIC to accomplish several goals:

- Comprehensively and systematically document the change process that is transforming Deschutes County's justice system into a community-focused system, so the County and others who may wish to replicate its successes will more thoroughly understand how it has progressed toward implementing its vision;
- Articulate a shared vision of community justice and corollary mission statements for that are embraced and supported by all County participants in this transformation process;

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<sup>12</sup> Data from the Central Oregon Economic Development Council.

- Formulate new ways of doing business (e.g., organizational structures, service delivery methods, practices and protocols) consistent with the County's community justice vision;
- Develop and implement performance measures and outcome evaluation systems that will enable qualitative and quantitative assessment of the impacts of community justice policies and practices; and
- Prepare for the County's future role as a national resource center for community justice-related work.

*Community & Justice Solutions* initiated its collaboration with Deschutes County and the National Institute of Corrections by conducting structured interviews with 85 Deschutes County community members and policymakers. This interview process was designed to serve three primary purposes:

1. Documenting the rich history of Deschutes County's ongoing transformation from "traditional" adult and juvenile justice approaches to community justice principles and practices.
2. Establishing the basis for a shared understanding of the current strengths and weaknesses of community justice in the County.
3. Giving citizen leaders, justice professionals and public officials the opportunity to express their views on promising strategies for the further development of community justice.

Through this interview process, CJS intended not only to document the change process in Deschutes County, but also to provide County leaders with the opportunity to reflect on current conditions, their history of progress, and the challenges ahead as they consider the next steps in establishing a community justice system. Feedback from a number of those interviewed affirms that participants found the process to be thought-provoking and inspiring.

The interviewees were asked about the concept and practice of community justice, where it stands today in Deschutes County, their vision for their community, strengths and weaknesses in the implementation of community justice, and what needs to happen next. Though a range of knowledge and opinion was expressed, distinct and consistent patterns emerged that are summarized in the body of this report.<sup>13</sup>

### Description of Interview Process

A list of active stakeholders from throughout the county was compiled in collaboration with the Department of Community Justice. Eighty-five of the individuals identified were interviewed.<sup>14</sup> All 85 interviews were conducted in person within a three-week time period, beginning October 29 and concluding on November 17, 1997. The interviews thus represent a "snapshot" in time of attitudes and knowledge in Deschutes County about community justice.

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<sup>13</sup> The complete interview format is found in Appendix A, and details of the range of responses to three key questions are in Appendix B.

<sup>14</sup> Appendix C provides a complete list of interviewees, indicates the CJS partner who interviewed them and the date of the interview.

All nine CJS partners participated in conducting the interviews.<sup>15</sup> Interviews were conducted one-on-one to maximize the opportunity for interviewees to provide candid and comprehensive feedback. Though all individuals interviewed were asked the same questions, each was given latitude to spend more time on specific questions of particular interest or concern. The duration of interviews averaged one hour, ranging from 30 minutes to two hours.

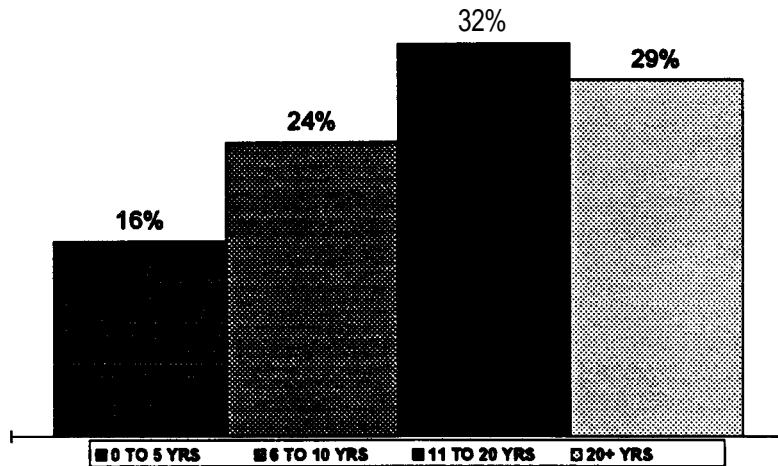
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<sup>15</sup> See Appendix D for professional backgrounds of CJS partners.

## Profile of People Interviewed

At the beginning of each interview, basic background information was gathered to form a profile of these key individuals. In their length of residence in the County, the interviewees mirror the general population, which includes a significant proportion of newcomers as well as a substantial number of long-time residents.

### Length of Residence in County



Interviewees were selected to represent a broad cross-section of roles and interests within the County, as summarized in Table 1.

**Table 1: Stakeholders by Role / Interests**

<i>Affiliation</i>	<i>Number</i>	<i>Percent</i>
Citizen Volunteers / Advocates	15	18%
Justice System Employees	27	32%
Other Public Sector Employees	15	18%
Private Non-Profit Service Providers	9	11%
Faith Community	2	2%
Schools	7	8%
Business	7	8%
Media	3	3%
Totals	85	100%

When asked to describe their community involvement, public sector professionals tended to report that lines blur between their professional and personal community work. Commission on Children and Families members indicated that CCF work is their primary community involvement, but they and other interviewees also participate in a wide range of other groups and activities to improve the quality of life in their community.<sup>16</sup>

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<sup>16</sup> These included school and youth choir activities with their children, church, the Environmental Center, the Central Oregon Symphony Association Board, the SMART program, libraries, AAUW, Rotary, Kiwanis, Chamber of Commerce, 4-H and Scout leaders, Boys and Girls Club Board, COCANN Board, and being a foster parent.

### III. Perspectives on Community Justice in Deschutes County

#### The History of Community Justice

The interviewees' understanding of how community justice began in Deschutes County varies. Those with a strong sense of history (11 percent of all interviewees, and nearly half of justice system professionals) described its evolution from a "balanced approach" through restorative justice to community justice principles and practices. However, a large proportion (44 percent) of those interviewed saw it as a more recent phenomenon, and a similar proportion were not aware of the origins of community justice.

As Table 2 demonstrates, those who are involved with or employed by the justice system or other public agencies were more likely to have a comprehensive understanding of the evolution of community justice in the County, while those affiliated with private business, private service providers, schools, the media, and the faith community were more likely to have limited or no knowledge of how community justice got started. In describing their understanding of the evolution of community justice, 14 percent of the interviewees volunteered that they believed it was more a juvenile justice than a criminal (adult) justice system phenomenon.

**Table 2: How did community justice get started?**

<i>Affiliation</i>	<i>Detailed Knowledge</i>		<i>Limited Knowledge</i>		<i>Not Sure</i>	
	No.	%	No.	%	No.	%
All Interviewees	20	24%	36	42%	29	34%
Citizen Volunteers / Advocates	3	19%	8	56%	4	25%
Justice System Employees	12	44%	8	30%	7	26%
Other Public Sector Employees	5	33%	5	33%	5	33%
Private Non-Profit Service Providers	--	--	5	57%	4	43%
Faith Community	--	--	--	--	2	100%
Schools	--	--	6	86%	1	14%
Business	--	--	2	20%	5	80%
Media	--	--	2	67%	1	33%

As Table 3 summarizes, when asked who was involved in getting community justice started, interviewees who knew at least some of its history responded either by attributing it primarily to the Director of the Department of Community Justice, or by naming a small group that usually included this individual.

Table 3: Who started community justice?

<b>Affiliation</b>	<b>Community Justice Director</b>		<b>Small Group</b>		<b>Not Sure or Didn't Say</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
All Interviewees	40	47%	32	37%	13	15%
Citizen Volunteers / Advocates	7	44%	7	44%	1	12%
Justice System Employees	13	48%	9	33%	5	19%
Other Public Sector Employees	5	35%	7	47%	3	18%
Private Non-Profit Service Providers	7	72%	1	14%	1	14%
Faith Community	2	100%	--	--	--	--
Schools	--	--	5	71%	2	29%
Business	3	43%	3	43%	1	14%
Media	3	100%	--	--	--	--

Although almost half of all interviewees attributed leadership of the community justice initiative to the Director of the Community Justice Department, perceptions of leadership differed. Slightly less than half of justice system professionals viewed one individual as solely or primarily responsible for getting community justice started in the County, while only about one-third of other public sector employees and none of the school personnel identified the leadership in this way. In contrast, all of the media and faith community representatives and most of the non-profit service providers thought that one individual was primarily responsible. This suggests that one individual has served as the visionary and key spokesperson in bringing most groups outside of the justice system into the community justice process.

**Perceptions of Community Justice in the Present and Future**

Interviewees were asked to describe what community justice means to them. Those who had a clear understanding of community justice spoke of the importance of citizen involvement to ensure community safety and wellness, and mentioned all or most of the key elements of the community justice approach: an emphasis on citizen involvement and leadership; a focus on prevention and healthy communities; community policing; a restorative justice focus on victims and their families; family courts; and a continuum of corrections options that emphasize offenders' accountability and competency-building through community service, restitution and community-based rehabilitative programs.

Nearly all of the 85 people interviewed had a good grasp of the term "community justice," whether they gave a comprehensive description or described a few key

concepts or examples. Only 5 percent of the people interviewed could not describe the term in some way.

**Table 4: What does community justice mean?**

<i><b>Affiliation</b></i>	<i><b>Degree of Understanding</b></i>					
	<i><b>Compre- hensive</b></i>		<i><b>Moderate</b></i>		<i><b>Limited</b></i>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
<b>All Interviewees</b>	34	40%	47	55%	4	5%
<b>Citizen Volunteers / Advocates</b>	5	31%	9	61%	1	8%
<b>Justice System Employees</b>	13	48%	14	52%	--	--
<b>Other Public Sector Employees</b>	7	47%	8	53%	--	--
<b>Private Non-Profit Service Providers</b>	2	22%	6	67%	1	11%
<b>Faith Community</b>	1	50%	1	50%	--	--
<b>Schools</b>	5	72%	1	14%	1	14%
<b>Business</b>	1	14%	6	86%	--	--
<b>Media</b>	--	--	2	67%	1	33%

Nearly half the criminal justice professionals interviewed had a very clear understanding of community justice, while the other half understood at least some of the elements or concepts. In other words, all criminal justice professionals interviewed were able to articulate a working knowledge of the key aspects of community justice.

Other public sector employees showed a similar level of knowledge. The majority of school personnel interviewed had a clear and comprehensive understanding of community justice. But as the table above shows, some of those further from the public sector, particularly representatives of the faith community, the media, and private providers, were less likely to have a comprehensive understanding of community justice processes and practices.

A little more than one-third of all interviewees felt that most people shared their vision and understanding of community justice, while 39 percent felt the vision/understanding was shared somewhat; 13 percent said it wasn't shared, and 9 percent said they did not know. Half of the public sector employees, both justice and non-justice, felt that others shared their vision. The other half felt their views were shared to some extent. Those who thought there was only limited agreement regarding the nature of community justice reported that their vision was shared with leadership groups and city dwellers, but not as much with line staff or residents of rural County areas. They also



indicated that there was probably more of a shared understanding of community justice within the public sector.

The leadership of the community justice movement in Deschutes County uses metaphors that describe the development of community justice as a growth process, and a number of interviewees shared these images. For example, one person said that community justice is like a new baby that needs lots of care and nurturing, while another said that it was somewhere in middle school. Although interviewees' ability to describe the current status of community justice was varied, most of the 39 percent who could describe the state of community justice in some detail also used metaphorical language that described it as an evolutionary process or a journey. Those individuals were uniformly positive about the work that has been done to date. In the words of one respondent, community justice is seen by many as "ready to soar" in Deschutes County. The majority (70 percent) of those who commented on community justice's current status were either citizen volunteers/advocates, justice system employees, or other public sector employees. Business representatives, general community members and school staff were less likely to express a view on the current status of community justice, even if they knew about the concept. Some who were unable to comment described themselves as "not in the communication loop."

In discussing the current status of community justice, many interviewees identified specific strengths and weaknesses in the ways that it is being implemented. These strengths and weaknesses fall into four areas: 1) Particular individuals who have had significant influence on the status of community justice; 2) characteristics of the community or the County; 3) characteristics of **the local** government and justice systems; and 4) Specific *programs and activities* that are components of a community justice approach. The paragraphs below summarize interviewees' responses within these four categories.

**Individuals:** In keeping with the perception of many that the Director of the Department of Community Justice is primarily responsible for getting community justice started in Deschutes County, most interviewees praised his **creative** vision and strong leadership as one of the key factors in their progress to date. However, some also cited reliance on one individual as a potential weakness, if that person ever left the County. The work of several other individuals in promoting the concept of community justice was also cited as essential to its initiation and implementation. Those who had been most involved in the process to date expressed optimism about its continuation beyond the tenure of any one person, noting that there are several leaders who helped to establish community justice as a driving force in Deschutes County.

**Community:** A substantial proportion of those interviewed felt that the general public does not yet understand the concept of community justice, and that more people need to be educated through the media and other resources. Many interviewees also felt strongly that more citizens, including the ecumenical religious community in particular, must be encouraged to become involved in the implementation of community justice. Because of the County's rapid population growth, and the widening gap between the "haves" (including relatively wealthy retirees and vacation homeowners) and the "have-nots" (such as those who work in resort and service jobs and those who have lost their timber industry jobs), several interviewees expressed the concern that the crime rate may grow more rapidly. And, as the crime rate grows, so does fear of victimization.

Some interviewees reflected on the potential negative consequences of increasing insecurity, such as the self-imposed isolation from the larger community symbolized by “gated communities” and an emphasis on retribution as the central goal of the justice system, observing that such outgrowths of increasing crime and fear of victimization are fundamentally at odds with community justice principles. Some interviewees also noted citizens’ growing resistance to taxes and bond measures as another obstacle to full implementation of community justice.

Many of the interviewees see Deschutes County as a community of risk-takers who understand that learning from mistakes is an essential part of the process of improving the health and safety of their communities. Several interviewees also speculated that because many County residents have chosen to move to the area, they are perhaps more committed to preserving and enhancing its positive qualities. Others noted that recent retirees, who comprise a large proportion of new residents, bring with them a wide variety of skills and experience, and, if they choose to, the time and energy to support community justice. Many interviewees expressed the belief that citizens strongly support community policing efforts in particular, and to the extent that they are aware of it, community justice in general. A large number of interviewees also considered the fact that community justice emphasizes the need for local control and citizen involvement at all levels, from policymaking to service delivery, as a key to its acceptance and support by citizens.

**Local Government and Justice Systems:** Systemic issues that could impede implementation of community justice include the lack of a public transportation system, which a few interviewees suggested could contribute to isolation and reduce volunteerism as the County population and traffic problems grow, economic disparities widen, and the population ages. Others mentioned ongoing problems in achieving collaboration, particularly between the County and the City of Bend, and between the leadership of community justice and the mental health and substance abuse treatment community. Another systemic concern mentioned by some interviewees is the County’s political vulnerability within the state of Oregon, which highlights the need to build coalitions with other counties in order to ensure that Deschutes County’s community justice policy “experiments” will continue to receive legislative and fiscal support. Many interviewees cited concerns about the level of resources that will be available to implement community justice initiatives over time, and the proportions that will be invested in prevention versus traditional public safety and justice system activities and programs.

Many of those interviewed cited the strong support that community leaders, policymakers and elected officials have given to community justice as one of the most important factors in its acceptance and evolution. Many felt that the County’s Commission on Children and Families, comprised entirely of citizen volunteers, has played a key role in shaping and advocating for community justice policies and practices. Interviewees highlighted the collaborative tradition in Deschutes County that supports agencies and individuals as they work together to resolve shared issues. The community justice approach, with its focus on accountability of the offender to victims and the community as a whole, has also spurred the local government and justice systems to be more open and responsive to citizens.

**Programs and Activities:** Interviewees cited many specific programs and services that are in place in Deschutes County as good examples of community justice in action. These include: community policing in Bend, peer courts, family court, court advocates (CASA), Victim Services, Merchant's Accountability Board, the new juvenile detention facility, "Lighted Schools", Parks and Recreation programs for juveniles, Youth Challenge Program (National Guard), Family Access Centers, COTEF, the Ronald McDonald House, the Rosy Barris Shelter for Abused Kids, Boys and Girls Club, Job Plus, Head Start, Ready-Set-Go, Dexter and Friends, Rotary Club, MADD, and the Family Resources Center. They also cited a lack of sufficient mental health resources, particularly for residential substance abuse treatment, as an obstacle to full implementation of community justice in the County.

Interviewees were asked to indicate what is the best thing that has happened in Deschutes County with regard to community health and safety, and many of them cited the programs listed above, as well as other specific programs or services, as the things of which they are proudest. Interviewees also were clearly proud of how they worked together, with bipartisan political leadership, to create and fund these successful community programs. Many cited their successful advocacy for legislation necessary to implement the County's Commission on Children and Families (HB 2003) and to increase the range both of local sentencing options for delinquent youth and of delinquency prevention activities (HB 3737). The evolution of community justice over the past ten years, which calls on Deschutes County community members to weave together all of these initiatives into a coherent process and strategy, is to many the best thing that has grown and continues to blossom.

### Perceptions of Government

To get a sense of how the interviewees view government, they were asked "who is 'government' in Deschutes County?" Responses fell into two categories: 1) The traditional view of government as elected officials and public agencies, and 2) Government as citizens working together with public officials and agencies.

**Table 5: Who is government in Deschutes County?**

<b>Affiliation</b>	<b>Traditional View</b>		<b>Citizens and Public Officials</b>		<b>Not Sure/ No Answer</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
All Interviewees	25	29%	55	65%	5	6%
Citizen Volunteers / Advocates	4	27%	10	64%	1	7%
Justice System Employees	11	42%	13	48%	3	10%
Other Public Sector Employees	3	20%	12	80%	--	--
Private Non-Profit Service Providers	--	--	9	100%	--	--
Faith Community	--	--	2	100%	--	--
Schools	5	67%	2	33%	--	--
Business	1	14%	5	72%	1	14%
Media	1	33%	2	67%	--	--

The majority of those interviewed see government as a collaboration between citizens, elected officials and public employees. Among the groups, school and justice system employees were most likely to have a traditional view of government, in which citizens' power is expressed through primarily through voting and tax-paying. Some interviewees indicated that the informal power structure in the County still tends to be "white, male and over 45", suggesting that there is still work to be done in moving toward the sharing of power and responsibility on which a community justice system must be based.

Visions of the Future for Community Justice

When asked what their community would look like if community justice were fully implemented, nearly all Deschutes County interviewees envision positive changes. They feel that implementation would create a positive community climate, where citizens help each other to create and maintain a "good-neighborsociety that values and supports children, families and individuals. Responses<sup>17</sup> ranged from glowing visions of "utopia" to more specific, measurable results, such as reductions in the juvenile and adult crime rates. These responses can be used to develop benchmarks against which progress toward implementing community justice could be measured.

Interviewees were asked to indicate the three most important next steps that need to be taken to make community justice a reality in Deschutes County. A total of 114 "next

<sup>17</sup> See Appendix B for a complete listing of responses.

step” ideas were generated that fall into seven categories, all of which are seen by the interviewees as vital to implementing a community justice system”.

**Expanding Outreach to the Community:** Broadening community awareness of and involvement in developing and implementing community justice policy and processes.

**Improving Education for Children and Adults:** Improving the quality and accessibility of education for children and adults, and increasing linkages between public schools and partner agencies. Providing information, instruction and/or training regarding community justice in general and specific components.

**Improving Socioeconomic Status:** Improving the socioeconomic health of the County through reducing income disparity, ensuring that impoverished families have access to affordable housing and other basic necessities.

**Community-Building:** Strengthening community involvement and encouraging citizens to take responsibility for the health and safety of their communities.

**Justice System Improvements:** Implementing a variety of strategies and program initiatives, which can improve the cost-effectiveness of the justice system.

**Social Service and Other Partner Enhancements:** Enhancing the coordination and collaboration of all partner agencies involved in delinquency prevention, as well as intervention with at-risk children and families, and with offenders.

**System-Wide Initiatives:** Improving system-wide capacity to plan, implement and evaluate the impacts of community justice in the County

Table 6: What are the most important next steps to make community justice a reality in Deschutes County?

<i>Type of Response</i>	<i>Number of Responses</i>
<b>Expanding Outreach to the Community</b>	<b>15</b>
<b>Improving Education for Children and Adults</b>	<b>10</b>
<b>Improving Socioeconomic Status</b>	<b>5</b>
<b>Community-Building</b>	<b>17</b>
<b>Justice System Improvements</b>	<b>31</b>
<b>Social Service and Other Partner Enhancements</b>	<b>12</b>
<b>System-Wide Initiatives</b>	<b>24</b>

<sup>18</sup> See Appendix B for a complete listing.

Many of the “next step” ideas were shared by a number of the interviewees, particularly those that involve expanding outreach to the community, community-building, justice system improvements, and system-wide initiatives. Overall, a majority of the ideas (76 percent) fell into these four categories.

At the close of the interview, participants were asked whether they have an interest in becoming or continuing to be involved in community justice, and if so, in what way. Almost all of the interviewees indicated an interest in being involved in the implementation of community justice. For the most part, their areas of interest parallel their “next step” ideas, and can be categorized in the same way. However, none of the interviewees indicated a specific interest in socioeconomic initiatives; perhaps some feel that such far-reaching changes are beyond their individual power to influence, or require skills or experience they do not have. The interviewees offered 49 types of assistance<sup>19</sup> that fall into the other six “next step” categories, as summarized in Table 8 below.

Table 7: How would you be willing to help make community **justice a reality**

<i>Type of Response</i>	<i>Number of Responses</i>
<b>Expanding Outreach to the Community</b>	<b>8</b>
<b>Improving Education for Children and Adults</b>	<b>2</b>
<b>Community-Building</b>	<b>9</b>
<b>Justice System Improvements</b>	<b>13</b>
<b>Social Service and Other Partner Enhancements</b>	<b>9</b>
<b>System-Wide Initiatives</b>	<b>8</b>

Interviewees as a group are interested in participating in most of the types of activities and initiatives that they identify as essential to implementing community justice, and they have many creative suggestions regarding how this transformation can be facilitated and assessed. A substantial majority (78 percent) of the types of assistance and involvement they offer fall into the four categories they cited most frequently as important next steps: expanding outreach to the community, community-building, justice system improvements, and system-wide initiatives. Those interviewed are clearly ready to help their community take the next steps they deem essential in the process of implementing community justice in Deschutes County.

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<sup>19</sup> Specific responses (not attributed to individuals) can be found in Appendix B.

## IV. Conclusions and Next Steps

In adopting a community justice philosophy, Deschutes County is embarked on a process of building a new model of solving community problems. Rather than either expecting government to make communities safe and healthy, or leaving citizens and communities to fend for themselves, a new partnership is being forged. This partnership is one in which all citizens are actively engaged in creating safe and caring communities.

The process of reshaping traditional justice system approaches into a community justice orientation is both complex and time-consuming, especially because the increasing diversity of the Deschutes County's population and the widening income gap in its communities call for innovative approaches to ensuring inclusive and enduring citizen involvement. But the potential payoff is great - safer, healthier communities and, ultimately, a system of community governance in which citizens truly share decisionmaking, visions and values with their elected officials and justice professionals.

Although the success of this community-building process must be judged in the final analysis by its results, any early assessment of outcomes should be approached with patience and caution, since "deeper learning often does not produce tangible evidence for considerable time."<sup>20</sup> As a colleague of Peter Senge has observed, "You don't pull up the radishes to see how they're growing."<sup>21</sup> Moreover, while many of the benefits produced by learning organizations (such as enthusiasm, commitment and cooperation) are not easily quantifiable, they are real. Community & Justice Solutions has undertaken the interviews described in this report with the recognition that Deschutes County's community justice 'garden' should be allowed to grow without being uprooted, and that the results of this preliminary investigation are not entirely quantifiable.

Nevertheless, the results of CJS's 85 interviews

- provide broad perspectives on the evolution and public understanding of community justice in Deschutes County,
- confirm that the County has many strengths upon which a community justice system can be built, and
- highlight the challenges the County faces in actually implementing a community justice philosophy.

The community leaders interviewed for this report are, for the most part, enthusiastic about community justice and its potential for enhancing the health and safety of their communities. Indeed, the energy and commitment to community justice they have already demonstrated is truly impressive. These community leaders generally feel that Deschutes County is uniquely suited to serve as a "developmental site" for exploring and realizing the promise of community justice. They are also candid in recognizing obstacles that must be overcome and actions that should be taken in order to transform values and attitudes, and change current ways of "doing the business of justice."

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<sup>20</sup> Senge, Peter M, et.al. The Fifth Discipline Fieldbook: Strategies and Tools for Building Learning Organization. New York: Doubleday, 1994. p. 45.

<sup>21</sup> Ibid., p. 46.

## **Key Issues and Next Steps**

The following issues and proposed strategies for implementing a community justice system in Deschutes County are informed by Peter Senge's study of learning organizations<sup>22</sup>, and are based upon insights gained from the interviews described in this report. Strategies outlined are consistent with and build upon the County's historic successes in engaging citizens as partners with public officials and justice professionals in this fundamental transformation.

### **The Importance of Planning A Sequence of Events**

The highway to meaningful community involvement in public policymaking is littered with well-intentioned but unsuccessful efforts that fail to put "first things first." For example, strategies and master plans, designed to involve the public and dependent upon widespread public support for their success, are too often developed before the affected citizens are given a fair opportunity to understand or provide input into such policymaking efforts. Even progressive, well-meaning officials committed to engaging the public in decisionmaking may fail to follow through with the considerable commitment of time and effort required to make community-wide participation a reality. The results of these mis-planned, ill-timed efforts to include the public, however well intentioned, are predictable: increased public hostility and distrust of government.

Because widespread citizen participation and shared decision-making are essential values in establishing a successful community justice system, public officials and key community leaders in Deschutes County should develop

- a shared appreciation for the implications and consequences of pursuing the goals of community justice, and
- a commitment to sharing power and control with the public throughout the processes of formulating and implementing community justice policies.

### **A Commitment to Sharing Power, Values and Visions**

In light of the results of CJS's interviews, it is apparent that Deschutes County's community justice leaders need to determine whether citizens and communities throughout the County share their vision of community justice. The leadership also should make a collective, formal commitment to the time-consuming and demanding process of genuine public engagement.

**The First Step:** CJS recommends that one or more leadership forms be convened as soon as possible to consider.

1. the need to share information about community justice, health and safety with citizens across the County
2. the importance of insuring greater inclusiveness and diversity of input from all citizens and communities in the County,

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<sup>22</sup> Senge, Peter M. The Fifth Discipline: The Art & Practice of the Learning Organization. New York: Doubleday, 1990.



3. the logistical and strategic challenges involved in engaging the public in an ongoing dialogue about issues of community justice, health and safety facing the County, and
4. the profound implications of proceeding with the development of a community justice system, which is likely to lead to opportunities and demands for an entirely new system of “community governance” characterized by broad citizen participation in all operations and policies of local government.

In addition to elected officials and representatives of justice agencies, these leadership forums should include members of the County’s Public Safety Coordinating Council and Commission on Children and Families, and representatives of key community organizations and private service providers who were interviewed for this report.

#### A Public Engagement Process: Shared Visions and Values

Once the leadership of Deschutes County’s community justice movement reaches agreement over the implications and consequences of proceeding further, and commits to the challenges involved in establishing a community justice system, they can then include individual citizens and communities in a **public engagement process** that produces shared values and visions for community justice. “Public engagement requires not only providing information or educating the public about community justice, but also initiating and maintaining a dialogue with citizens and communities throughout the County. Community leaders should invite people to express their fears, hopes and concerns about their communities health and safety, and engage their participation in addressing these issues and interests. Deschutes County’s citizens working in tandem with their elected officials and public sector professionals can develop the goals and operational norms of community justice.

The results of CJS’s interviews confirm that conditions in Deschutes County are ripe for such a public engagement process. The interviews revealed recognition, particularly among elected officials, that with effective public policy, as with nature, nothing grows from the top down. In the words of one elected official, ‘I try to remove the obstacles of government and bring its resources to bear, and then get out of the way to let citizens do the job.’ On the other hand, the seeds for growth, both in nature and communities, do come from the top. Deschutes County’s leaders should plant these seeds by initiating a public dialogue and beginning the process of developing a common language and a shared set of values and visions for community justice with citizens and communities throughout the County.

As the process unfolds, Deschutes County’s “community partners,” including religious groups, schools, neighborhood associations, volunteer organizations, service providers, and individual citizens will become increasingly capable of engaging in the continuous process of developing, implementing, evaluating and redesigning viable solutions to the problems of health and safety facing Deschutes County. The result will be an evolving community justice system that enjoys widespread public support and involvement.

Next Steps: The models, visions and values for community justice that are identified in leadership forums should be tested and refined through convening **focus groups**. A frequently used, reliable method to ascertain public opinion and consumer preferences,

focus groups can shed light on the relevance and validity of Deschutes County leaders' vision for community justice. Focus groups that represent communities (defined by shared interests or propinquity) throughout the County can begin to develop a common language and shared set of values and visions for community justice. It is critical that all citizens and agency partners who have an impact on community health and safety be represented in this process.

Public engagement, so integral to a community justice system, is a developmental process. After preliminary models, values and visions for community justice are tested and refined in focus groups, the public dialogue about community justice should be broadened by holding a series of "town meetings" across the County. These **community meetings** should be designed to increase citizen participation and support for community justice, and should be planned and developed in conjunction with the community-building processes described below.

### Community-Building Through Partnership Agreements

The community justice process invites citizens and government officials to share authority and responsibility for implementing their common vision. This collaboration will involve designing policies, processes and programs, as well as managing, evaluating and continuously re-tooling those strategies. As the public engagement process unfolds, Deschutes County's leaders and citizens should identify and assign roles and responsibilities among community leaders, agencies, private organizations and citizens. In this way, the County and its partners can begin weaving together policies, programs, services, strategies and operations into the "whole cloth" or "tapestry" of community justice in Deschutes County. The entire community should decide who the designers and "weavers" of the tapestry will be and how they can most effectively use the "loom" of shared values and visions that have been framed in leadership forums, focus groups and community meetings.

Further Steps: Once the relevant community justice partners are identified (including ethnic and other communities of shared interests, the faith community, schools, neighborhood associations, volunteer organizations, service providers, justice agencies, victim advocates, offenders and ex-offenders) **partnership agreements** can be drafted.<sup>23</sup> The first partnership agreement to be developed should be an "umbrella" which recognizes the shared community justice values, vision and process to which the County and its communities are committed. Within this broad framework, specific partnership agreements can then be developed which detail:

- the partners' goals and desired outcomes,
- ongoing tasks and work products,
- the responsibilities and authority of each partner,
- ways in which success will be measured, and
- processes to employ in resolving emerging issues.

These partnership agreements can be designed for many levels of the community justice process, including, for example :

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<sup>23</sup> See Appendix C for a sample partnership agreement format.

- relationships among public agencies,
- collaborations between public and private service providers, and
- joint problem-solving by neighborhoods and their police officers.

The resulting web of partnership agreements will cover organizations and communities throughout Deschutes County, providing formal structures and ground rules for the evolution of community justice in the County. In order to ensure that policies and strategies will be coordinated and consistent, a **central coordinating structure** must be established. This entity, which will draw on existing leadership resources, should be vested with responsibilities to oversee the process, allocate funds and other resources equitably, and ensure that evaluation and necessary “course corrections” continue to occur. Then the weaving of Deschutes County’s community justice tapestry can begin in earnest.

### The Contours of a Road Map for Planning and Implementation

The wisdom of community justice is its embodiment of a set of values and processes that ensure widespread community input and participation in addressing the critical issues of justice, health and safety. Community justice is not a set of prescriptions, programs or “right answers.” In fact, if the process is working well, questions will continue to surface and be addressed throughout the life of Deschutes County’s community justice system. The County and its communities will likely continue to ask such questions as:

- Are all the right partners, including citizens, community organizations and government agencies, ‘at the table’?
- In carrying out the missions, policies and strategies of community justice, how will public agencies work with citizens, and how will public agencies coordinate with each other?
- How can non-justice public agencies and private citizens be actively engaged in the County’s community justice partnerships?
- What is the difference between education, outreach, and engagement of the community? How can each best be accomplished?
- What resources and assets are available to the County to carry out the missions and goals of community justice?
- How will those resources and assets be developed, utilized and accounted for?

In medieval Europe, creating a beautiful and functional tapestry required the labor of many over a long period of time. Creating an effective community justice system similarly requires many hands and an enduring commitment by all to realize its promise.

## The Importance of Evaluation and Accountability

The ultimate goal of community justice is to create and sustain safe and healthy communities. To ensure progress toward meeting that goal, and to hold local government and its partners accountable for their successes and failures, performance measures should be agreed upon as early as possible in Deschutes County's planning process. Partnership agreements that specify definitions of "success" as measurable outcomes can help lay the groundwork both for ongoing performance monitoring and for more rigorous evaluations in the future.

By systematically documenting both its achievements and mis-steps, Deschutes County will provide guidance and inspiration to the many other jurisdictions interested in exploring the promise of community justice concepts and practices. As this report shows, Deschutes County already has much to share with the rest of Oregon and the nation that can inform the implementation of community justice.

Because Deschutes County is a pioneer in putting community justice principles into practice, it will continue to be called upon to guide other jurisdictions across the country that are engaged in this work. The County should develop explicit strategies and procedures for sharing its experiences that will preserve the integrity of its process while also eliciting input and support from others. As requests for technical assistance increase, all partners in the Deschutes County community justice process can and should participate in this knowledge transfer.

Plans are currently underway to convene representatives of several Oregon counties interested in collaborating with Deschutes County to explore ways of implementing community justice concepts in their own jurisdictions. With the participation and support of other Oregon counties, Deschutes County will be better able to galvanize continuing support for the community justice philosophy at a statewide level. As a national leader in the community justice movement, Deschutes County can continue to facilitate and benefit from the creativity and collaborative problem-solving that inspire and sustain this endeavor.

In the final analysis, community justice is a process of transformational learning that expands the collective awareness and learning capacity of citizens and their government. With an open and inclusive public engagement process, and thoughtfully designed but flexible community partnerships, Deschutes County can transform its communities' thinking about and actions regarding issues of justice, health and safety. And, because the wisdom that these communities collectively can bring to bear on those issues is greater than that which any one of them could enact unilaterally, Deschutes County will have realized the promise of democratic governance.

## APPENDIX A: INTERVIEW FORMAT

Conducted by Community & Justice Solutions  
Approved Deschutes County & NIC, 10 - 27- 97

1. Introducing ourselves and the project.

1.1 I'm \_\_\_\_\_, with Community & Justice Solutions. Thanks for meeting with me today.

1.2 Deschutes County has been working for many years to improve the quality of life and public safety. These efforts have been recognized nationally.

1.3 As a result, the National Institute of Corrections (NIC) has selected Deschutes County as a National Developmental Site for community justice.

{For those who may not know - NIC is a section of the U.S. Dept. of Justice that provides training and technical assistance to state and local corrections and justice agencies.}

1.4 NIC and Community & Justice Solutions, a group of 9 Oregon-based consultants, are working in collaboration with Deschutes County to take stock of where the County has been and where it's going with community justice.

1.5 The focus of this interview is to talk with you about your views of community justice. We will be spending about an hour. Your responses will not be attributed to you.

Before we get started, do you have any questions?

As we go along, feel free to ask any questions you need to clarify.

2. Interviewee role and background

In this part of the interview, we want to learn more about your work and community involvement.

2.1 How long have you lived in Deschutes County? In what area(s)?

2.2 How long have you lived in Oregon?

2.3 Tell me about your work.

2.4 Tell me about your community involvement.

{community involvement = activities that improve the quality of life for the community}

3. Community justice

Now I'd like to turn to the topic of community justice.

3.1 What does "community justice" mean to you?

{If they ask for clarification, or our definition: Community justice shifts the focus of the justice system to the needs of the victim and the community. as well as the

accountability of the offender. It is based on the premise that “the justice system and citizens must work together to address public safety and to restore victims and communities to the fullest extent possible”. Some of the themes being developed in other places are community policing, victim assistance, restorative justice, and prevention}

3.2 Do other people share your understanding {vision} of community justice?  
{If yes, who? If no, what are the differences?}

3.3 How did community justice get started in Deschutes County?  
(who, what , when, where, why; specific persons, events, the role of the community or citizens)

3.4 Where do you think community justice stands today?  
{strengths, weaknesses; who’s “in charge”; political and public support; partners involved; types of resources available or needed}

3.5 If community justice were fully implemented in Deschutes County, what would your community look like?  
{benefits for self, family, business, community; desired outcomes; programs and options available; quality of life/or feelings of safety}

3.6 What do you think are the three most important next steps that need to be taken to make community justice a reality in Deschutes County?  
{by you, your community, the justice system, County/ state /federal government}

#### 4. Wrapup / summary questions

We’re just about done with the interview. I have a few more questions about the role of government and citizens in making our communities healthy and safe.

4.1 Who is “government” in Deschutes County?  
{who is responsible, who works together, who is accountable}

4.2 In thinking about your community’s health and safety, what is the best thing that has happened in Deschutes County?  
{what are they proudest of; greatest single accomplishment}

4.3 Do you have an interest in becoming (or continuing to be) involved in the community justice effort? If so, in what capacity or area?

4.4 Is there anything else you think I need to know?

Thank you for your time. Though we won’t attribute your responses, they will help us understand more fully what has been accomplished and what remains to be done to make community justice a way of life in Deschutes County.

## APPENDIX B

### RESPONSES TO SELECTED INTERVIEW QUESTIONS

#### **If community justice were fully implemented in Deschutes County, what would your community look like?**

##### Society and Community

“Utopia”

Peace, harmony, mutual respect

Healthy community; maintain healthy growth

Caring for each other, “good neighbor”, a “front porch society”, a sense of neighborhood, knowing your neighbors, we’re all in this together (“what I do impacts you”); a kinder and gentler community

Better place to raise kids

Cleaner, happier place (in parks, neighborhoods, downtown)

Clear social roles (bad guys aren’t victims)

Communities helping kids, better understanding of kids’ needs

Young people seen as valuable with something to offer; less negative towards kids

Changed social norms and values; teach morality and values of family life

More connected with environment

Community develops ownership

More trust in government (by average “Joe”)

More support of families at risk; help early

Better communication between generations

Accept outcomes, positive or negative, this is an experiment

##### Justice System

Deschutes County is a national and statewide leader in community justice

System is responsive, citizens involved in policymaking.

Safer community, people feel safer (less crime, lower recidivism)

Less juvenile crime; fewer kids in justice system

More visible law enforcement

Victims treated with respect, victims more satisfied with results

More accountability for offenders (starting early)

More people involved in the system and community as volunteers, mentors

More money for proactive programs; more community-based intervention-less prisons

Integrated approach, seamless system of services, no "turf" issues or duplication of services

All courts would be more like the Family Court system

Clients will have their full history at intake

Well-trained child abuse and mental health professionals with training in justice issues/approaches

### Families and Children

Reduction in divorce rate

Fewer runaways

Less substance abuse (drugs, alcohol)

Kids will understand the consequences of their behavior

Parents will be more responsible and effective with their kids

Services for Children, Families and Individuals

Families would know where to turn for help for their kids

Boys and Girls Clubs in every neighborhood

Better utilization of social services

Services distributed across the county more evenly

### Economy

Better place for tourism

More responsible development (mixed income housing with high end projects)

Public transportation and mass transit

No more low income housing

No homeless



Living wages for all

Tax payers happier, empowered, healthier, saves money, less taxes, lower insurance

More employment opportunities for kids and offenders

### Education/Schools

Better educated population

Strong education -trained teachers, parent involvement, stronger outcomes

More high school completion; fewer school dropouts

Family access centers in all schools

More community use of schools

## **What do you think are the three most important next steps that need to be taken to make community justice a reality in Deschutes County?**

### Expanding Outreach to the Community

Increase/widen the number of stakeholders; be more inclusive; involve all cities, particularly Bend

Involve more citizens when changing the entire criminal justice system to a community justice system; must come from citizens, not just top down from elected officials; engage citizens in the work.

Develop shared vision and philosophy, develop a covenant or pact that lays out a direction for community justice

Determine if community shares Board of County Commissioners values

Encourage cooperative diversity, multi-cultural approaches

Expand the role of the CCF in planning, policymaking, resource allocation

CCF should take their agenda out to the community, cultivate more community partners

Market community justice and prevention more effectively - use systems approach, build on strengths and not on weaknesses

Establish a speakers bureau

Get media support

Make concrete list of things that have occurred to help give people a vested interest

Continue visibility of successes

Recruit more speakers and volunteers for “Back to the Community” series forums

Continue to encourage buy-in from community via public hearings, town halls

Assist business community in understanding comparative costs of traditional and community justice approaches.

#### Improving Education for Children and Adults

Invest more in education and prevention/wellness

Enhance early intervention through stronger partnerships with schools and other service providers

Make education/information available to all areas of the county, all income levels

More parenting education for all, and particularly for offenders

Create family-friendly classrooms; increase parent involvement

De-politicize teen pregnancies and put health services in high school

Provide more alternative schools

Zero tolerance for school dropouts (get kids into resources)

“Lighted Schools” that are available for education programs after school hours

Allow community justice system to provide input into school curricula; more cooperation between schools and corrections staff

#### Improving Socioeconomic Status

Invest more resources in outlying and impoverished neighborhoods

Help citizens to see the county’s “hidden poverty”, its impact on them, what could be done to improve conditions

Promote affordable community housing projects

Narrow the gap between the richest and poorest residents

Diversify the economy

#### Community-Building

Develop “neighborhood” communities

Establish more neighborhood groups or associations, and expand Neighborhood Watch

Organize citizens at the neighborhood level

Develop and encourage “good neighbor” attitude towards all citizens

Help communities feel safer, more neighborly

Increase community support for victims and offenders

Help people feel better about the police

Encourage neighborhoods and communities to take responsibility for defining and resolving their own health and safety issues; showing them the benefits of taking responsibility for helping themselves.

Promote more dialogue across interest groups, e.g., teens and seniors

Provide more support for and understanding of seniors

Listen to kids and families

Expand kids’ leadership potential

Undo/prevent further gated communities

Develop leadership in Redmond, other cities.

Strengthen EMCO (Ecumenical Ministries of Central Oregon); more churches involved in issues of their choice without “converting” people

Complete the Boys and Girls Clubs initiative

Keep tabs on the health of the community

#### Justice System Improvements

Improve communications within the justice system

Require accountability (of parents, schools, kids, justice system)

Involve courts and police more extensively in community justice processes

Make law enforcement more a part of the community, more open, “next door”, expand community policing.

Increase visibility of police

Better understanding by “rank and file” law enforcement of decisions regarding problems in the schools

Stay on top of gang problems

Require a four- year college degree for police

More resources for law enforcement (such as OSP)

Stabilize Sheriffs Department funding

Open new juvenile detention facility and fully staff it (by July 1998)

Co-manage OYA (with Juvenile Justice)

Keep youthful offenders here instead of sending them to MacLaren

Work to ensure the swift and successful implementation of the Youth Reinvestment legislation (HB 3737) to ensure local credibility and secure local control

Fully fund offender program at the landfill (which in turns pays victim's restitution)

Fully implement HB 1145

Provide more hold rooms/detox space at jails

Continue community justice efforts; increase funding for community justice programs

More community justice programs for adults, not just juveniles

Serve more clients / offenders with existing program resources

Develop more practical applications of community justice to ensure its political viability

Transition all community justice officers into the community (not all are out now)

Hire more staff for community justice system

Improve training opportunities for corrections, community justice staff

Break down barriers in the community justice system

Get tough on drug dealing and sex offenders

Expand mediation program

Educate juries regarding the court system

Courts and District Attorney need to be more proactive, especially with adults

Ensure that trials and recommended treatment and interventions occur as soon as possible after the incident

Provide comprehensive clinical assessments of offenders, especially where psycho-social problems such as substance abuse and mental illness are involved, so they can be better matched to appropriate services.

#### Social Service and Other Partner Enhancements

Continue to enlist other agencies in partnership with justice system

Enhance early intervention efforts

Develop respite care (Relief Nursery) for high risk families

Make family counseling services accessible and affordable for low income families

Provide more services and support for families at all income levels

Provide more alcohol and drug treatment programs (especially for adults; offenders; parents)

Develop a family center attached to the Justice Building

Develop/create a women's shelter that cooperates with all other agencies, strengthen and increase resources for COBRA

Implement "On Solid Ground" program

Focus investment in programs for 8-12 year-olds and their parents

Support the Kids Center

Develop residential options for high-risk and "uncontrollable" youth

#### System-Wide Initiatives

Continually experiment and grow; expect success but tolerate failures / mistakes.

Develop a true community justice "system"; identify gaps in current system

Provide for continuity in public policy

Develop a common language, especially what is meant by "prevention"

Emphasize prevention as the first priority

Develop ways to keep policy entrepreneurs on track together; identify who is needed and keep them engaged, in focus and building consensus

Organize and develop the infrastructure to support the work

Learn more about what works around the country, explore shared goals, invite expert consultation

Clearly define measurable goals, expected outcomes

Create a set a interim indicators/benchmarks to measure desirable outcomes that all agree on (so the public doesn't think we are soft on crime).

Provide/obtain resources to conduct more meaningful and frequent program evaluations locally

Demonstrate cost-effectiveness of community justice over [traditional] criminal justice

Reform statewide initiative process to reduce the likelihood of new crime measures like BM 11

Reconsider criminal sentencing guidelines from a community justice perspective

Start a statewide forum on community justice for adult offenders

Improve interagency communication

Improve collaboration; decrease "turf" issues

Resolve conflict between mental health, substance abuse and justice agencies

Increase use of private contractors to provide prevention /intervention services

Carefully define the role of CCF

Implement the CCF Comprehensive Plan

"Mend fences" with State and other Oregon counties by systematically sharing information, successes

Get support from around the region, state, nation that what we are doing is relevant and consistent with their needs and priorities

Build on the products derived from community forums and meetings

**Do you have an interest in becoming (or continuing to be) involved in the community justice effort? If so, in what capacity or area?**

Expanding Outreach to the Community

Promoting more women "in the loop", more women in power

Educating the public, the communities

Developing marketing strategies

Reporting and editorializing on the community justice process

Recruiting volunteers

Inviting speakers to community groups

Speaking to groups / public speaking

Serving as spokesperson for offenders' "realities", their needs, differences from mainstream

## Improving Education for Children and Adults

Communicating with schools

Parent education

## Community-Building

Promoting citizen involvement

Community organizing for change

Empowering employees and citizens to take responsibility

Serving as role model for kids

Encouraging at risk kids to be involved in the community

Developing and supporting hands-on volunteer activities for kids and/or families

Working with Homeowners Association(s)

Getting EMCO and churches involved in volunteer justice activities

Being a "senior advocate", connecting with retirement community

## Justice System Improvements

Facilitating necessary "cultural" changes within law enforcement

Providing feedback on how community justice is working in law enforcement

Keeping courts involved in community justice

Enhancing visibility of victims issues / rights

Supporting early intervention with high-risk youth

Expanding mediation, providing mediation training

Supporting Family Court concept

Facilitating restitution to businesses and other victims of crime

Continuing and expanding community work projects by youth

Helping with outdoor programs

Providing a faith support system for kids in justice system

Making the Juvenile Justice Center obsolete (make it into park, library)

Implementing and monitoring HB 3737

## Social Service and Other Partner Enhancements

Encouraging focus on prevention

Creating Healthy Communities

Expanding / creating programs that support children and families or that have a family focus

Bring services on board that don't exist, through United Way, Boys and Girls Club, and others

Supporting the "On Solid Ground", Youth Challenge programs

Encouraging linkages between domestic violence and mental health advocates and treatment providers

Providing training on domestic violence and its victims

Improving the mental health and community justice partnership

Helping to address the need for after-school activities

## System-Wide Initiatives

Visioning, and encouraging others to become involved in it

Improving communication among agencies, citizens

Continuing planning, strategy-making

Political/ legislative leadership, both state and national

Improving City/County/State relations

Documenting change and the community justice process

Advising on research, performance measurement

Strengthening the CCF and its relationship with its Professional Advisory Board



# APPENDIX C: PARTNERSHIP AGREEMENT

## Sample Format

Name of Partnership Agreement \_\_\_\_\_

Date of Agreement \_\_\_\_\_

Agreement Facilitator(s) Name \_\_\_\_\_ Organization \_\_\_\_\_ Phone \_\_\_\_\_

I. The Problem is: \_\_\_\_\_  
(Comprehensive identification and analysis of problem)

II. The Major Goal(s) are: \_\_\_\_\_  
(What long term outcome(s) do you want to achieve?)

III. Strategies include: \_\_\_\_\_  
(Objectives necessary to achieve goal(s) )

IV. The below individuals (or organizations) agree to do the following:  
Individual (Organization) \_\_\_\_\_ Action \_\_\_\_\_  
(By Name) (Specific steps to accomplish strategies)

V. The Anticipated Action Dates are:  
Starting Date: \_\_\_\_\_ Completion Date: \_\_\_\_\_

### VI. Assessment:

What will be assessed?: \_\_\_\_\_  
Process- Did we do what we said we would do?  
Outcome- To what extent did we achieve our goal(s)?  
Performance measures?

Date(s) of Assessment: \_\_\_\_\_ Who will assess?: \_\_\_\_\_  
(Name, Organization, Phone Number)

How will assessment be used?:  
(Feedback, course correction, new problem identification, community celebration, etc.)

### VII. Partnership Agreement Signature Block:

We, the below, collectively and individually accept responsibility to work together to resolve the above problem(s). This agreement does not depend on enforceability in a court of law but rather an acknowledgment of the need for a collaborative, community-focused approach in making our community a healthier, safer place for all people.

Partnership Participants:

<u>Name</u>	<u>Representing</u> (organization)	<u>Phone</u>	<u>Signature</u>	<u>Date</u>
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**APPENDIX D:  
LISTING OF INTERVIEWEES AND INTERVIEWERS**

<b>Interviewee</b>	<b>Affiliation</b>	<b>Interviewer</b>	<b>Date</b>
Toni Anderson	COBRA	Sally Anderson	11/3
Jerry Andres	Eagle Crest Partners	Peter Ozanne	11/14
Greg Bolt	The Bulletin	Marcia Morgan	11/4
Bob Barber	COCC	Lee Coleman	11/10
Sharon Baulhofer	MADD/Offender Restitution	Lee Coleman	11/11
Chris Bell	Adult PO	Sally Anderson	11/3
Loismae Benson	Justice Evaluation Coalition	Tom Potter	10/30
Kathy Boni	Commission on Children/Families	Teri Martin	11/4
Philipa Brown	Commission on Children/Families	Teri Martin	11/3
Greg Brown	Sheriff, DCSO	Marcia Morgan	11/4
Neil Br yant	Senator	Peter Ozanne	11/17
Mike Caldwell	National Guard	Marcia Morgan	11/13
Jim Carlton	Redmond PD	Marcia Morgan	11/3
Susan Cherry	Commission on Children/Families	Rebecca Severeide	10/29
Bev Clarno	Commission on Children/Families	Teri Martin	11/4
John Copenhaver	retired Judge	Lori Kenney	11/11
Jacques DeKalb	public defender, private attorney	Peter Ozanne	11/17
Michael Derman	Commission on Children/Families	Pam Patton	11/4
JanMarie Dielschneider	Commission on Children/Families	Pam Patton	11/4
Frank Dietsch	Adult PO	Rebecca Severeide	10/29

<b>Interviewee</b>	<b>Affiliation</b>	<b>Interviewer</b>	<b>Date</b>
Jim Dregel	Commission on Children/Families	Rebecca Severeide	10/31
Mike Dugan	District Attorney	Peter Ozanne	11/13
Kathy Emerson	Special Programs, Bend/LaPine Schools	Lori Kenney	11/10
Vicki Ertle	Family Resource Center	Rebecca Severeide	10/30
Hank Fegette	Black Butte PD	Tom Potter	10/29
Sue Fisher	Triad	Tom Potter	10/30
Jackie French	Bend Chamber	Tom Potter	10/29
Deb Galvin	Community Justice Coordinator	Marcia Morgan	11/4
Roland Gangstee	Adult Division Manager	Sally Anderson	11/3
Stu Garrett	Commission on Children/Families	Teri Martin	11/4
Carrie Gilman	School District	Sally Anderson	11/3
Bob Glynn	Bend PD	Marcia Morgan	11/4
Jerry Gyllenskog	Sunriver PD	Marcia Morgan	11/3
Faith Hall	faith community	Peter Ozanne	11/13
Diane Hensley	School District	Sally Anderson	11/3
Butch Holden	Boys and Girls Club	Pam Patton	11/4
Sue Hollem	Bend Foundation	Peter Ozanne	11/13
Dave Holmes	Juvenile CJO	Sally Anderson	11/4
Fred Hornback	State Farm Insurance	Lori Kenney	11/10
Milton Hunt	Prov. Homeowners	Rebecca Severeide	10/29
Loren Irving	Deschutes Pine Sales	Lori Kenney	11/10
Scott Johnson	Commission on Children/Families	Teri Martin	11/3
Cal Krosch	Commission on Children/Families	Teri Martin	11/3
Roger Kryzanek	DC Mental Health	Pam Patton	11/4
Bob LaCombe	Juvenile Division Manager	Pam Patton	11/3

<b>Interviewee</b>	<b>Affiliation</b>	<b>Interviewer</b>	<b>Date</b>
Henry Langhaim	faith community, business	Sally Anderson	11/4
John Larkin	KTVZ	Tom Potter	10/30
Dennis Luke	Representative	Peter Ozanne	11/14
Jim Lussier	St. Charles Hospital, Director	Lee Coleman	11/10
Jim Mann	Commission on Children/Families	Rebecca Severeide	10/30
Michele Marquez	Commission on Children/Families	Rebecca Severeide	10/30
Ernie Mazorol	Court Administrator	Peter Ozanne	11/14
Betsy McCool	Western Communications	Sally Anderson	11/4
Kelly McNamara	Juvenile CJO	Lori Kenney	11/10
Sharon Miller	COCAAN	Rebecca Severeide	10/30
Don Minney	Juv. Detention Manager	Pam Patton	11/3
Pat Moore	Victims's Assistance	Marcia Morgan	11/3
Frank Moore	Mental Health	Rebecca Severeide	10/29
Brad Mulvihill	OYA Area Coordinator	Tom Potter	10/30
Scott Mutchie	Superintendent, Schools	Teri Martin	11/4
Ron Nelson	Oregon State Police	Marcia Morgan	11/4
Bob Nipper	Commissioner	Sally Anderson	11/4
Rick O'Dell	J Bar J	Lee Coleman	11/10
Ron Oldencamp	Commission on Children/Families, First Presbyterian Church Assoc. Pastor	Lori Kenney	11/11
Frank Pennock	Homeowners Association	Tom Potter	10/29
Lee Petmecky	Juvenile CJO	Pam Patton	11/3
Donna Pierson	School District	Sally Anderson	11/3

<b>Interviewee</b>	<b>Affiliation</b>	<b>Interviewer</b>	<b>Date</b>
Sherrie Pressler	Bend PD, Youth Diversion	Peter Ozanne	11/17
Don Probasco	SCF	Rebecca Severeide	10/30
George Reed	DC Community Development	Tom Potter	10/31
Char Reynolds	Headstart	Rebecca Severeide	10/31
Wally Rietz	Commission on Children/Families	Lee Coleman	11/10
Nancy Rudolph	AFS	Peter Ozanne	11/14
Nancy Schlangen Pope	Commissioner	Teri Martin	11/3
Rich Shawver	Sisters PD	Tom Potter	10/29
Steve Snow	Adult PO	Lee Coleman	11/10
Carol Styles	Family Development, COCC	Rebecca Severeide	10/31
Linda Swearingen	Commissioner	Peter Ozanne	11/13
Sharon Sweet	Bend PD, Domestic Violence	Lori Kenney	11/11
Stephen Tiktin	Judge, Circuit	Teri Martin	11/3
Ruth Wahl	Commission on Children/Families	Lori Kenney	11/11
Ben Westlund	Representative	Peter Ozanne	11/15
Carrie Whitaker	Bend Parks and Recreation	Lee Coleman	11/11
Ken Wilhelm	Commission, United Way	Pam Patton	11/3
Linda Worlein	Juvenile CJO	Pam Patton	11/3

## **APPENDIX D: COMMUNITY & JUSTICE SOLUTIONS PARTNERS**

### **Sally Anderson**

Sally Anderson has over 17 years of executive level experience developing policy and implementing change in state and local governments, including initiating and guiding long range planning processes for the Oregon Department of Corrections and the Multnomah County Sheriffs Office and successful administration of Oregon's 1989-93, \$85 million prison construction program. She is an experienced coalition builder, stands on principles in difficult situations, and is passionate about working on policy and program issues for women offenders and their families. She received a Master's degree in Counseling from Lewis and Clark College in 1975.

### **Lee Coleman**

Lee Coleman, proprietor of *By Mutual Agreement Mediation Services*, is known for her ability to mesh social welfare and justice system issues. She has 20 years experience in administration of public agencies, including working for the City of Eugene, the Oregon State Bar Association, and the Regulatory Division of the Oregon Liquor Control Commission. She was appointed Chair of the Oregon State Board of Parole and Post-Prison Supervision, and more recently served as Metro Region Administrator of the State Office for Services to Children and Families. She has been a child welfare mediator since 1992 and is a certified member of the Academy of Family Mediators. She is an experienced agency and program administrator, group facilitator, and mediator. Coleman brings superb analytic skills and profound compassion to her work. She is a member of Multnomah County's Commission on Children and Families. Lee Coleman received her Law degree in 1985 from University of Oregon School of Law.

### **Lori Kenney**

Lori Kenney has 17 years of experience assisting businesses, government, and not-for-profit organizations to manage and implement change and transitions. Known for her ability to establish rapport with diverse and adversarial individuals and groups, Lori Kenney facilitates results-oriented group process, consensus building, and communication training. She is an experienced marketer and public relations/public involvement advocate, with a 1983 Master's degree in Business and Management from Willamette University.

## **Teri Martin**

The proprietor of *Law & Policy Associates*, Dr. Martin has collaborated with public and private agencies and community groups working to enhance public safety for over 20 years. She helps them to define, implement and evaluate potential impacts of changes in decisionmaking policies, prevention and intervention programs, and management strategies. Policymakers and service providers have relied on Dr. Martin's ability to translate data into useful information. In times of crisis and transition, people appreciate her ability to draw together diverse groups who can work together to resolve complex issues. She is an experienced facilitator, trainer, researcher and published author. She also serves her community as a member of Washington County's Commission on Children and Families and the County's Public Safety Coordinating Council. Dr. Martin received her Ph.D. in Public Policy Analysis in 1985 from the University of Illinois.

## **Marcia Morgan**

Proprietor of *Migima Designs* and a former law enforcement officer, Dr. Morgan has 21 years of experience in public safety fields, particularly law enforcement and corrections. She is known for her creativity, imagination and outstanding networking skills. Dr. Morgan is an experienced conference speaker, published writer, and develops and markets crime prevention and specialized sexual assault prevention products. She is nationally known for creating anatomical dolls now distributed worldwide as an investigation aid. Dr. Morgan received her Ph.D. in Sociology in 1991 from Columbia State University.

## **Peter Ozanne**

Peter Ozanne has over 25 years of experience as a law school professor of criminal law and corrections policy, as a litigator, and currently as Executive Director for the Multnomah County Public Safety Coordinating Council. He has been an advisor to Oregon governors and the legislature on state criminal justice and corrections policy, as well as director of a four-year research and policy development project on the long-range needs of Oregon's corrections system, and chair of Oregon's Sentencing Guidelines Board. Ozanne has published articles in books and professional journals across the country, and is an articulate, energetic individual with excellent communication skills and an enduring commitment to community vitality. He received his Law degree from Stanford Law School in 1971.

## **Pam Patton**

As Director of Government Relations for the Morrison Center in Portland, Pam Patton has spent more than ten years advocating for children, youth and families on the state and local levels. She helped to found the grassroots child advocacy group Children First for Oregon, and sits on its Board. Her fervent commitment to the well-being of adolescent girls is evidenced by her leadership of the statewide Coalition of Advocates for Equal Access for Girls. Patton provides training and technical assistance in these areas, and is a member of many local and state policymaking groups. Pam Patton is a skilled and enthusiastic coalition builder who continues to help shape public policies affecting the wellness of adolescents and their families. She received her Masters in Counseling from Lewis and Clark College in 1975.

## **Tom Potter**

Tom Potter is a renowned visionary and activist committed to making communities safer and healthier. Formerly Chief of Police, Portland Police Bureau, Tom Potter has over 30 years of hands-on experience working in community policing and a wide range of policing functions, including training, crime prevention, serving as Captain of two separate precincts, detective, and homicide and robbery details. While Chief of Police, Tom Potter initiated and implemented a changeover from traditional policing to community policing, and provides technical assistance nationwide in community policing strategies. Potter is an engaging and persuasive public speaker and trainer, and currently serves as a citizen member of Multnomah County's Commission on Children and Families. He received a Bachelor's in Police Administration from the University of Portland in 1979.

## **Rebecca Severeide**

Dr. Severeide has over 20 years of experience as a consultant, researcher, teacher, and school program coordinator in early childhood issues. Currently the director of Early Childhood Strategies, she works with public and private schools, public agencies, urban and rural populations, low income and low literacy level families building capacity, writing grants, developing strategic plans, designing programs, facilitating group process and conducting feasibility studies and program reviews. She is known for weaving diverse perspectives and fields together to support development of conceptually sound community projects. Dr. Severeide received her Ph.D. in Human Development in 1989 from Oregon State University.