

La Plata County Children, Youth and Family Master Planning Process Health and Safety Committee Report

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What was the vision your committee used to drive its process?

“Lifelong health and safety for everyone”

How did your committee define thriving in relationship to its key focus area?

The committee contributed to, and supports, the following thriving definition:

“Thriving youth and adults are steadily growing towards and becoming people with a positive sense of self, nurturing and responsible family members, effective communicators, people who make healthy life choices, involved community members and responsible global citizens, innovative problem solvers and appliers of a creative process, exemplary workers and lifelong learners, and caring and ethical individuals.”

The Health and Safety Committee explored the impact that the services, supports and opportunities provided through the county’s health and safety networks have on these thriving indicators. The committee also explored the perceptions held by the county’s youth regarding their health and safety. These perceptions were provided by the results from the Developmental Assets and the Healthy Kids Colorado surveys.

Based on these findings, the committee determined that they needed to have one strategic recommendation, but two distinct strategies – one that addressed enhancing safety and one that focused on enhancing health. Based on the thriving definition we believe that our recommendation, and the dual strategies, will allow a young person and/or his or her caretaker(s) to be positively impacted by all of the thriving indicators, with a very clear connection to the following:

- People who make healthy life choices;
- Involved community members and responsible global citizens; and,
- Effective communicators.

What is your committee’s strategic recommendation?

Supported by both policy and process, each of La Plata County’s governing bodies will support and promote thriving by increasing the positive communication and interactions among all citizens and the health and safety networks that serve the community

Recommendation Category: The Health and Safety committee’s recommendation given above will require a supportive policy and will need to be implemented using two distinct countywide initiatives.

Policy: Each municipal governing body (County Commissioners, Durango City Council, Bayfield Board of Trustees and Ignacio Board of Trustees) will adopt the following policy statement: (Each

political entity will create their own appropriate wording, but it is recommended that each endorse a similar policy. The following is example wording.

The leadership of the County of La Plata, in partnership with the City of Durango, and the towns of Ignacio and Bayfield, understand the importance of creating and maintaining positive relationships between those living here and those providing services, supports and opportunities within our health and safety networks. Therefore, we support the development and implementation of strategies that promote thriving by increasing the positive communication among all citizens and the health and safety networks that serve the community.

Initiative: The Health and Safety Committee recommends that a two-pronged approach be implemented to ensure that the above policy can be realized. The first aspect of this initiative will be to support a Countywide Community Policing Initiative and the second aspect will be to ensure that every health services provider or system in the county receive training and technical assistance in how to become a more developmentally attentive organization/system.

- **Community Policing Approach:** Community policing focuses on crime and social disorder through the delivery of law enforcement services that includes aspects of traditional law enforcement, as well as prevention, problem solving, community engagement, and partnerships. There are a number Community Policing models, but these differ more in implementation than they do in philosophy. All models attempt to balance the reactive responses to calls for service with proactive problem solving centered on the causes of crime and disorder. All require police and citizens to join together as partners in the course of both identifying and effectively addressing potential or existing crime and safety issues.

With community policing, law enforcement departments (In La Plata County these will include County Sheriffs, Bayfield Marshals, and Tribal, Ignacio and Durango Police) are involved as members of the community. Cities and counties that subscribe to this philosophy tend to do much more community work than traditional police departments. The basic idea is to create bonds of trust and reliance between police and the public.

According to the Office of Community Oriented Policing Services (COPS) this approach requires law enforcement officers to be open minded, unbiased, and sensitive to the concerns and problems of others. Police must also enhance their skills in planning, problem solving, organization, interpersonal communications, and perhaps most importantly critical thinking.

All communities are experiencing an ever-increasing and ever-changing variety of social, economic and political issues, so it stands to reason that there will also be an ever-increasing variety of law enforcement issues as well. The efficient delivery of police services within this ever changing landscape requires a systematic process to 1) assess the needs of the public and 2) translate those needs into police services and programs that can be efficiently and effectively delivered to the community. In this way, police are becoming more sensitive to the needs of the community. They also have a better understanding of how their work affects the social environment.

The core elements of community policing as identified by COPS are described below:

Organizational Elements:

1. **Community policing philosophy adopted organization-wide.** Department-wide adoption of community policing is evidenced by the integration of the philosophy into mission statements, policies and procedures, performance evaluations and hiring and promotional practices, training programs and other systems and activities that define organizational culture and activities. Organizational systems support and value a service orientation, and stress the importance of different units within the agency working

cooperatively in support of community policing. Implementation of the community policing philosophy may occur incrementally and within specialized units at first, but a defined path leads towards full, department-wide implementation.

2. **Decentralized decision-making and accountability:** In community policing, individual line officers are given the authority to solve problems and make operational decisions suitable to their roles, both individually and collectively. Leadership is required and rewarded at every level, with managers, supervisors, and officers held accountable for decisions and the effects of their efforts at solving problems and reducing crime and disorder with the community.
3. **Fixed geographic accountability and generalist responsibilities:** In community policing, the majority of staffing, command, deployment, and tactical decision-making are geographically based. Appropriate personnel are assigned to fixed geographic areas for extended periods of time in order to foster communication and partnerships between individual officers and their community, and are accountable for reducing crime and disorder within their assigned area. The geographic boundaries are naturally determined based more on communities rather than statistical divisions.
4. **Utilization of Volunteer Resources:** Community policing encourages the use of non-law enforcement resources within a law enforcement agency. Volunteerism involves active citizen participation with their law enforcement agency. The law enforcement organization educates the public about ways that they can partner with the organization and its members to further community policing, and provides an effective means for citizen input. Volunteer efforts can help to free up officer time, and allow sworn personnel to be more proactive and prevention oriented. The Neighborhood and Community committee's recommendation establishes a Neighborhood Commission, Neighborhood Organizations and a Neighborhood College all of which will support building partnerships between citizens and law enforcement. The Youth Development Committee recommendation is create a youth engagement system throughout the county. Having young people and community policing officers work together has been shown to greatly reduce juvenile crime.
5. **Enhancers:** There are a number of enhancers and facilitators that may assist departments in their transition to community policing. For example, updated technology and information systems can facilitate community policing by providing officers access to crime and incident data that supports problem analysis or increases uncommitted officer time by reducing time spent on administrative duties. This results in enabling officers to spend more time in the community. In addition, enhanced technological and analytical capabilities allow the agency to gather timely information about crime problems, which supports better resource and personnel deployment while providing officers a better understanding of the problems within their beat.

In addition, information must be made accessible not only to police officers, but also to the community. If officers are to be responsible for problems in their beat, and if the community is to be an equal partner in combating crime and disorder, both must have access to timely and complete information.

Finally, community policing training for all sworn and civilian personnel can serve as a facilitator to successful implementation of the philosophy. Training opportunities support community policing through alternative means of enforcing the law and impacting crime

and disorder problems. Community policing training must be incorporated into all facets of training, and required for all department personnel and available to the community, and expanded well beyond the definition and basic elements. This training can be part of the Neighborhood College that was recommended by the Neighborhood and Community Committee.

Tactical Elements:

1. **Enforcement of laws:** Community policing complements the use of proven and established enforcement strategies, becoming one of many tools available to officers that can be collectively employed to prevent and combat crime. As the philosophical foundation, emphasis is placed on the quality of individual and group efforts. In addition, police departments should be active partners in identifying laws that need to be amended or enacted, then working with lawmakers and organizing citizen support efforts to change them. Collectively, these activities allow police agencies to address underlying conditions that lead to crime while strongly enforcing breaches in the law.
2. **Proactive, crime prevention-oriented:** Departments became highly reactive under the traditional model of policing. Law enforcement responded to calls for service from citizens and focused primarily on arresting offenders after crimes had been committed. Under community policing, law enforcement focuses not only on enforcement, but also on crime prevention and proactively addressing the root causes of crime and disorder. The community actively engages in collaborating on prevention and problem-solving activities with a goal of reducing victimization and fear of crime.
3. **Problem-solving:** Police, community members, and other public and private entities work together to address the underlying problems that contribute to crime and disorder by identifying and analyzing problems, developing suitable responses, and assessing the effectiveness of these responses. While enforcement is an integral part of policing, problem-solving relies less heavily on use of the traditional criminal justice system components and enforcement methods and more on preventing crime through deterring offenders, protecting likely victims, and making crime locations less conducive to problems.

External Elements:

1. **1. Public Involvement and Community Partnerships:** In community policing, citizens are viewed by the police as partners who share responsibility for identifying priorities, and developing and implementing responses. Accurate surveying of customer needs and priorities is required under community policing to determine the problems that drive police services, and give the public ownership of the problem-solving process. The Children, Youth and Family Master Plan already has a number of recommendations that are in alignment with a Community Policing approach. These recommendations all support a greater emphasis on public involvement and community partnerships. Part of the Neighborhood and Community Committee recommendation is to work with local safety officers to develop a greater presence in each neighborhood. They have also recommended that a Community Policing model be adopted proven methods such as the Community Policing Model. Their recommendation also creates systems that will make the move to a Community Policing model easier. These include the creation of a Countywide Neighborhood Commission, the formation of neighborhood organizations in each existing and new neighborhood, and the creation of a Neighborhood College within which citizens would be trained in community policing principles and practices. The

Youth Development Committee's recommendation is to create systems that allow young people to have a greater voice and role in everything that impact them. Research done in communities that have involved young people in a Community Policing effort demonstrates clear reductions in juvenile crime and increases in young people wanted to become law enforcement officers.

2. Government, other agency partnerships: The police are only one of the many local government agencies responsible for responding to community problems. Under community policing, other government agencies are called upon and recognized for their abilities to respond to and address crime and social disorder issues. Community-based organizations are also brought into crime prevention and problem-solving partnerships with the police. The support and leadership of elected officials, as well as the coordination of the police department at all levels, are vital to the success of these efforts. Community policing efforts should also focus on increasing the number of partnerships that are created with governmental departments, educational systems and other not-for and for-profit agencies.

- **Increasing the number of Developmentally Attentive Systems and Organizations:** In their report on Building Capacity in Nonprofit Organizations, De Vita and Flemings indicate that while everyone is asking for an increase in the capacity of non-profits and other service providers to impact positive change, so far the rhetoric is ahead of the work. In their report, they define capacity building as the ability of nonprofits and other service organizations and systems to fulfill their missions in an effective manner. Many of La Plata County's nonprofit organizations are small and possess limited resources, particularly when measured against the challenges and critical issues that they address. Building their capacity as well as the capacity of the larger systems and organizations to be more effective greatly increases the likelihood that more children, youth and families will thrive.

A similar finding was made by the Amherst H. Wilder Foundation in 2000. They pointed out that community structures are generally organized around three realms: the government, business, and nonprofit sectors. Like a three-legged stool, all three sectors must be present, sturdy, and working together to achieve balance and stability. However, in today's rapidly changing environment, there is considerable concern that the third sector—community-based nonprofit entities—may lack the capacity and technical expertise to keep up with change and thereby reducing their ability to contribute to an enriched and healthy quality of life. Many small, community-based groups are organizationally fragile. Many large groups are stretched to their limits. As demand for community-based services grows, as new needs are identified, and as new paradigms for exchange and interaction emerge, the nonprofit sector is continually challenged to devise ways to increase and strengthen its capacity. Indeed, capacity building must rest on the notion that change is the norm and not a passing anomaly.

To ensure that the institutions serving the needs of the county's children, youth and families have the capacity to, not only effectively accomplish their mission, but also to meet the ever-changing challenges they will face in doing so, the Health and Safety committee recommends that all these institutions have access to the opportunities needed to become more developmentally attentive. The definition of a Developmentally Attentive Organization/System was developed with the input of the participants on all the committees. It has since been posted on the Master Plan's website for others in the community to provide feedback. The following is that definition:

Developmentally Attentive Systems and Organizations

Developmentally attentive systems and organizations (DAS/O) are intentionally structured to increase the likelihood that the children, youth and families they serve are being empowered to thrive, while working with others to ensure that the community itself is striving to be developmentally attentive.

Developmentally Attentive Characteristics

Principles and Procedures: *The vision, mission, values, policies, and procedures of a DAS/O support the development of thriving and in doing so, frames its role as an advocate for all children, youth and families. The approaches used are strength-based and strive to awaken those served to their own value, while empowering them to enhance the thriving of others.*

Environment: *A DAS/O offers services, supports or opportunities within structures and environments that are asset rich, foster constructive creative expression and insight, and allow everyone to feel safe, cared about, valued, and connected.*

Services, Supports and Opportunities: *A DAS/O provides services, that create supports and opportunities that are nurturing, empowering, and grounded in a framework of thriving. They are developed and delivered using consistent and congruent strength-based methodology and language, value all learning styles and align with state-of-the-art thinking and models.*

Connection to Community: *A DAS/O partners with others to encourage the community to implement a shared thriving vision and set of thriving indicators, a clear set of expectations for community services and supports, and the policies, strategies, and investments crucial for their community to increase the likelihood that all children, youth and families thrive.*

Staff and Volunteers: *A DAS/O engages individuals who strive for thriving in themselves, use strength-based approaches, view those they serve as resources, are vision and mission driven and committed to further developing their own knowledge and skills in their chosen field as well as in all issues related to thriving.*

Youth and Families as Resources: *A DAS/O identifies and enlists the strengths of young people and families, offering them skill-building, support, and leadership opportunities to serve as resources and champions of thriving throughout the organization and the community.*

Intergenerational Relationships: *A DAS/O recognizes that meaningful intergenerational relationships foster the development of thriving indicators and, therefore, creates opportunities where these positive relationships can occur.*

Continuous Improvement: *A DAS/O explores its impacts on the individual (how well are children, youth and families moving toward thriving); systemic or organizational (how well is their system/organization aligning to its thriving principles and practices), and community (how well is the system/organization aligned to the community's thriving vision and values).*

Ensuring that the institutions serving La Plata's children, youth and families are moving towards becoming more developmentally attentive will require a multi-layered, comprehensive approach that begins with the willingness of many local organizations/systems to shift how they are currently providing services, supports and opportunities. The following is an overview of what will need to occur within this multi-layered, comprehensive approach:

- A shift from deficit-based approaches to strength-based ones
- A shift in how those served are viewed – from only recipients of services to resources to their own development and the development of the organization and community

- A shift from the more myopic view that the organization/system's should only focus on those they serve directly to the more developmentally attentive view that what the organization/system does should in some way impact all children, youth and families
- A shift in the belief that what the organization/system is doing today will be sufficient for what those they serve will need tomorrow – organizations/systems will need to be continually in a learning mode and always open to fresh new ways of viewing the organization/system, what they offer and who they serve
- A shift from working in relative isolation to finding more creative, effective and efficient ways to partner with government, schools, businesses, neighborhoods, and those they serve.

What was the support data used to arrive at this recommendation?

In order to ensure that we were able to expand the number and diversity of those contributing to this health and safety recommendation, the committee used the following strategies and made these interactions.

- Those serving on the committee conducted three separate planning charrettes with youth in the high schools in Durango, Bayfield, and Ignacio. A total of 40 students participated in the three charrettes. The questions that were asked included the following:
 - *What are up to 10 qualities in your community that will increase the likelihood that young people will feel safe regardless of where they are in the county?*
 - *What are up to 10 qualities in your community that will increase the likelihood that every young person has access to the health services they need to thrive?*
 - *What are up to 10 qualities you believe your community needs to help increase the likelihood that children, young people, and families will thrive?*

The student's responses to these charrettes provided valuable insights into why some of our young people feel unsafe or why they under utilize our health services. Two reoccurring themes that surfaced where:

- Young people want better relationships with the law enforcement officers in their community
- Young people want the places they go to for health related services to be more accessible, youth-friendly and inviting
- The results from the Developmental Assets® survey report where very helpful in helping the committee reach its final recommendation. Some of the key results impacting our recommendation included:
 - Only 52% of LPC youth feel safe in their homes, schools, or neighborhoods with a significantly higher percentage of females (20%) reporting not feeling safe;
 - Only 25% of LPC youth believe they are valued by the adults in the county;
 - Only 32% think they are given useful roles within their community;
 - Only 28% of LPC youth believe that the adults in their lives model positive, responsible behaviors;
 - Only 37% of LPC youth seek to solve conflicts non-violently;
 - Only 46% of LPC youth indicated that they feel it is important to not be sexually active or to use drugs; and,
 - Only 37% of LPC youth believe that they have control over the things that happen to them.

All of these results helped lead the committee to realize that increasing the support that LPC youth experience from both law enforcement and health service providers would go a long way to enhancing these percentages.

- To ensure that the Health and Safety committee understood what and how local law enforcement

provided their services and supports and to ensure that any recommendation the committee made would be made in alignment with the principles and practices of sound law enforcement the committee held meetings and made personal contacts with both leadership and patrol officers from all the departments serving the county and the tribe. These interactions produced a wealth of valuable information and helped the committee understand the directions that were needed to produce the results it sought. While the committee did not receive direct feedback from all law enforcement departments, all that did respond, did so favorably. The committee encountered no resistance to the recommendation. At the committee's final data gathering meeting Gary Maestas from the Bayfield Marshal's office and Todd Hitti from the La Plata County Sheriff's office were in attendance. Their input and insights were invaluable to the committee's efforts.

- Based on both the feedback and encouragement received from our local law enforcement officers and leadership we did a significant amount of research on Community Policing efforts in other communities across the country. This research provided the committee with the following highlights:
 - Community Policing emphasizes building relationships between police and community members
 - Community Policing is not soft on crime. Law enforcement officers will continue to apprehend criminals and enforce laws
 - Community Policing has two core ideas: community partnerships and problem solving
 - Community partnership is building a mutually trustful and respectful relationship between law enforcement and community members
 - Problem solving is a means to uncover the basic issues facing a community and to develop and implement creative solutions to those problems
 - Crime prevention is at the heart of Community Policing
- The committee spent time reviewing the health care concerns expressed by community and what was currently occurring to address these identified needs. In particular the committee supports the Primary Care Access Improvement Plan for La Plata County. Because this plan already has such strong community support and because the committee viewed the lack of primary care facilities and physicians as so critical, the committee determined that it would support the plan's adoption and implementation. The committee determined that to increase the impact of the health services organizations and systems already in operation it would focus its health recommendation on preparing these organizations to be more developmentally attentive.
- The Health and Safety as well as all the other committees contributed to the creation of the definition of a Developmentally Attentive System/Organization. Once the committee determined that a strategy for implementing their recommendation would be to encourage all health provider organization/system to move toward becoming a more DAS/O we asked the Master Plan consultant to do the research needed to support this recommendation. The consultant provided the following:

Helping organizations and systems to become more developmentally attentive requires that they are capable of embracing change and capable of moving from a current reality to a new one without negatively impacting the organization, the individuals served or the community as a whole. Because of this many of the aspects of this initiative will be about change. Therefore, the curricula that is recommended draws from the following leaders in the field of change:

- Peter F. Drucker – [The Five Most Important Questions You Will Ever Ask About Your Non-Profit Organization](#)
- Peter Senge – [The Fifth Discipline: The Art and Practice of a Learning Organization](#)

- Amherst H. Wilder Foundation – Strategic Planning for Non-Profit Organizations
- Search Institute – Change Takes Time: A conceptual Model for Planned Change
- Ron Heifetz – Leadership on the Line and Leadership without Easy Answers
- Malcolm Gladwell – The Tipping Point

In addition to exploring effective ways to create and value organizational change the recommended curricula was selected because it provides a structure to help organizations/systems better engage key stakeholders in their decision-making efforts. This is critically important because 2 of the 8 components of a developmentally attentive organization/system are to view youth and families as resources and to create partnerships with the community.

The recommended curricula were also selected in order to provide skill building in moving an organization/system from:

Numbers focused	to	Outcomes focused
Risk focused	to	Resiliency focused
Problem focused	to	Development focused
Deficit focused	to	Competency/strength focused
Recipient focused	to	Resource focused
Fragmented approach	to	Collaborative approach
Traditional environment	to	Creative learning environment
Funding source driven	to	Primary customer driven
Hierarchical structure	to	Shared leadership

And finally, the recommended curriculums are chosen because they incorporate the development of an action planning process using the principles and practices of developmentally attentive organizations. This ensures that organizations and systems will walk away with a plan created in partnerships with the key stakeholders and aligned with the developmentally attentive principles and practices.

Please explain your committee’s justification for selecting this recommendation?

Based on the input from those on the committee, the results from the Developmental Assets and the Healthy Kids Colorado surveys, input from leadership and line officers in local law enforcement departments, informal feedback from local health service providers and from the planning charrettes done with local students, the Health and Safety Committee determined that building more trusting relationships with and better accessibility to the health and safety networks throughout La Plata County was the most pressing and strategic issue. Youth expressed an appreciation for local law enforcement as well as the desire for more confidence and comfort in this relationship. Youth also identified a desire for increased comfort with and accessibility to local health care providers. Building constructive relationships will contribute to an overall sense of trust and community. We know the intentional development of positive communication in the areas of health and safety will increase the likelihood that all citizens will be empowered to thrive in a proactive and positive way.

The committee also believes that its recommendation aligns itself well with the recommendation being made by the Neighborhood and Community Committee, the Youth Development Committee and the Youth in Transition Committee. (To date, these are the only other committees that have completed their work)

What is this recommendation’s overall intended impact on the healthy development of La Plata County’s children and youth and/or how will it support its families?

Safety: As citizens and local law enforcement build stronger, more trusting relationships a positive sense of community will develop. As local law enforcement is trained to be more proactive and responsive to the community at large, citizens will report feeling safer in their communities and will view law enforcement personnel as contributors to a thriving lifestyle. Furthermore, communities that implemented similar measures have seen results in the following areas:

- Public confidence in the law enforcement departments in La Plata County will increase.
- Those living in the county and each municipality will realize a decrease in their fear of crime and its related issues.
- Law enforcement officers will become better at listening to and addressing the concerns of those living in the county and each municipality.
- When local law enforcement and citizens work more closely together it will help to generate greater awareness of the specific community resources needed to solve the most important problems. This in turn can appropriately reduce the resources being allocated for problems that are far less important to those in law enforcement or to the residents of the county.
- There should be a significant reduction in the number of repetitive calls for service received by both law enforcement and health services staff.
- There should be an increase in the knowledge the public has about its law enforcement departments and their officers. Increased information will increase support and the formation of working partnerships between officers and citizens.

Health: As health service providers adopt the philosophies and practice the skills associated with becoming a developmentally attentive systems/organizations the following outcomes will occur:

- Stronger more trusting relationships will develop between those receiving and those providing health related services, supports and opportunities.
- As more effective and positive communication occurs between those receiving and those providing health related services new avenues for healthier lifestyles will open and an increase in proactive care within the community will occur.
- Moreover, the increased communication will remove barriers, providing all citizens with functional connections to traditional and complementary health services. A healthier population will have more energy and ability to thrive.
- Health service providers will benefit from a proven system for resourcing the community, their Boards, their staff and their customers to enhance their service delivery.
- Health service providers will become more investing in the overall health of the community and in ensuring all children, youth and families in the county are thriving.
- Evaluations will exist that measure the organization/system's impact on the individual (how well are children, youth and families moving toward thriving); systemic or organizational well-being (how well is their system/organization aligning to its thriving principles and practices), and community health (how well is the system/organization aligned to the community's thriving vision and values)
- There will be greater confidence by funding sources that what they are supporting is in fact helping to contribute to the number of individuals who are thriving.

Who needs to be part of insuring this recommendation is realized?

In order for this recommendation to be fully implemented the following will need to commit support:

- La Plata County Board of County Commissioners;
- Durango City Council;
- Ignacio Town Board;
- Bayfield Town Board of Trustees;

- Southern Ute Tribal Council;
- All law enforcement executive officers;
- All health providers including health-related coalitions;
- All local entities that receive funding from local governments to provide health services to children, youth and families; and,
- Community members to include young people and families, schools, and businesses.

While the commitment of the above groups will be different, the overall support needed to ensure that the relationships between and among community members, law enforcement and health service providers is critical to success.

For this recommendation to be successfully implemented what shifts or changes (if any) are needed in the county's infrastructure?

The creation of a Citizen Liaison Department in the county and the hiring of Citizen Liaison Coordinators for Durango and a joint position between Bayfield, Ignacio and the Tribe will be critical for all the recommendation within the Master Plan. Without focused leadership, implementation will be impossible.

Local law enforcement departments will need to embrace the Community Policing model and be able to integrate it into the fabric of their departments. All change is difficult, so we anticipate that this shift will be as well.

Local law enforcement, health service providers and the community at large need to be encouraged to embrace philosophies, which focus on a proactive collaborative approach to address community needs. Community members will need to make a commitment to support the efforts of the Community Policing effort for the partnership to succeed.

All health service organizations/agencies that receive local governmental funding will be required to participate in training based on the DAS/O philosophy. Such participation needs to be a commitment when they seek funding and they must attend such training for funding to be continued.

What specific strategies for implementing this recommendation does your committee suggest?

Community Policing Initiative:

Based on the feedback received from the law enforcement departments in La Plata and the Tribe, the committee recommends that La Plata County create four (4) new community-based positions to ensure that each quadrant of the county would benefit from these newly hired and specifically trained neighborhood focused officers. The County may of course use existing officers to accommodate these slots, but the committee wants to highly recommend that the officers are selected based on their ability to do this type of police work. We recommend that new slots be created because it was clear to the committee that the County's sheriffs were already too thinly distributed. We also recommend that the City of Durango use a Community Policing approach for the neighborhoods that are part of the incorporated boundaries of the city. Because the City's Police Chief has recently resigned and his replacement not yet selected, the committee felt it inappropriate to make more specific recommendations for Durango.

As part of this initiative we recommend that each law enforcement organization develop a citizen support board, which would meet regularly with law enforcement officials and officers. This citizen support board should include young people, 20-30 year olds, older adults and elders. It should also be representative of the population for which the law enforcement department is responsible. This collaboration between youth, adults, and law enforcement professionals will provide ongoing guidance to develop community-enhancing safety strategies. Since the Neighborhood and Community committee

has recommended the development of neighborhood organizations we recommend that these two recommendations be combined to benefit both without losing the intended purpose of either.

The committee also recommends that a system for deployment be developed in all law enforcement agencies in the county. This deployment system will provide neighborhood officers where they are needed to better serve the community. These officers also will need to be dedicated to the principles and practices of the DAS/O philosophy and will have responsibilities such as: attending local neighborhood and organizational meetings, responding to local calls, going to local schools and other community hubs and working directly with community members to build trusting relationships. Through these relationships, neighbors will work with law enforcement to eradicate social oppression issues by giving voice to youth and those who are not traditionally heard.

Finally the committee recommends that all law enforcement officers throughout the county receive basic Community Policing training and that those selected or hired as community law enforcement officers receive extensive and ongoing training in Community Policing. We also recommend that citizens have the opportunity to be trained as well. If this is to be a true neighborhood-based partnership then everyone will need to have the skills needed to ensure success. The Neighborhood College recommended by the Neighborhood and Community committee could serve as the vehicle to train neighborhood residents to be partners with police.

Developmentally Attentive Systems and Organizations Initiative:

Everyday hundreds of La Plata's children, youth and families have reason to interact with health service organizations or systems. These interactions may be remedial, preventive or developmental. The committee wants to ensure that every health service interaction is made within an organization that has been trained and is monitored using the county's definition of developmentally attentive. Therefore, the strategy being recommended is to provide training and technical support to any organization that provides health related services to the county's children, youth and families in the principles and practices of becoming developmentally attentive.

The type of training the committee is recommending is not a workshop that staff attend, get some information, and return back to the organization and either apply what they learned or not. We are recommending an extensive series of knowledge gathering, skill building and behavior changing opportunities that focus on what it will take for an organization or system to become more developmentally attentive. As Peter Senge indicates in his seminal work, The Fifth Discipline, organizations must become learning organizations in order to survive in this ever more complex world we live and work in. Becoming a learning organization requires that all stakeholders must have a role in decision-making, all staff must be supported to grow professionally and personally, and that change is embraced rather than feared.

The key elements of the training and technical assistance includes the following:

- Understanding technical versus adaptive challenges and how an organization/system can better address the adaptive challenges it faces
- How to create a mission/vision that truly drives the organization/system – one that connects and inspires all stakeholders
- How to meaningfully engage stakeholders in the decision-making of the organization/system at all levels
- How to “map” the organization/system so that everyone can see through the eyes of all the stakeholders, not just their own
- How to deal with the tensions of change – supporting staff who are reluctant or fearful of change without having to sacrifice positive organizational movement – learning to harvest “creative tension” rather than succumbing to “negative tension”

- How to create and support a learning organization/system that continuously explores the outer fringes of their field and finds ways to benefit from the gifts of all stakeholders
- How to build strength-based action plans that will work once back in the organization/system – these action plans are based on the Framework for Managing Complex Change

Other Specific Health Issues:

Through our committee's endeavors, we have learned that access to primary care givers is a significant concern for youth and other members of this community. We discussed specific ideas such as an integrated community health center providing physical and mental health care, additional screenings that will outreach and link community members to the center, and an increase in the services and sites for school-based health centers. A community that is thriving should be able to accomplish these endeavors.

We are aware that there are a number of other groups working on this issue at this time and would defer to their expertise. We specifically endorse the adoption of the Primary Health Care Community Coalition's recommendations for maintaining sustainable primary care services for La Plata County residents. This is a critical issue in La Plata County, and we encourage the collaboration of these groups to resolve this in an expeditious manner. Any outcomes from this process should be linked to the Children, Youth & Family Master Plan.

What is your committee's recommended timeline for implementing this recommendation?

The La Plata County Sheriff's Office has stated that they are willing to embrace these concepts, but do not believe they can accomplish this task at their current staffing levels. Preliminary contacts with the Durango Police Department, Bayfield Marshals Office, Ignacio Police Department, and Southern Ute Police Department have all expressed enthusiasm about this type of project. Each department will need to be engaged at the command level before the process moves forward to ensure that there is a countywide commitment to this endeavor. Other community leaders will also need to be engaged to ensure that this does not become a stand alone initiative but a seamless system of support and services that focus on increasing the numbers of children, youth and families that thrive.

There are currently many different community policing training programs that could be adopted by these agencies as soon as training and implementation funds are provided. This would be the first step in establishing a community policing mentality in these agencies. Additionally, a media campaign and community meetings will need to be held to inform citizens of the new philosophies of community policing and to encourage involvement in the process.

Because some agencies have expressed concern about accomplishing this at current staffing levels, we recommend hiring additional officers that will be dedicated community-policing officers within their respective jurisdictions. If funding additional officers for this initiative is an immediate issue, then establishing a pilot project on a smaller scale focused on community policing with law enforcement is the correct approach. However, a long-range commitment needs to be made and a logical and cost effective implementation plan developed at the onset. Concurrently exploring both traditional and non-traditional funding sources will enable the project to be expanded to neighborhoods/geographic areas of the County over a three-year period.

The DAS/O initiative should start as soon as possible because it will have the greatest likelihood of having a positive impact of the most individuals (increased skills for health providers and enhanced services for those accessing health services). One recommendation is that the staff hired as Citizen Liaisons would be trained to provide the ongoing developmentally attentive training. This would, of course, set the timeline to after these individuals were hired.

What possible costs does your committee foresee for implementing this recommendation and what is your committee's expected return on this investment?

The infrastructure recommendation to create a new Citizen Liaison Department in the county and to hire two additional Citizen Liaison Coordinators, one in Durango and one to work with Ignacio, Bayfield and the Tribe would also support this committee's recommendation. These seven staff would help coordinate the implementation of the plan's approved recommendations and could serve as the trainers for this recommendation's DAS/O initiative.

Identifying and selecting available training programs in the areas of community policing and DAS/O will require some expenditure and the possible need to explore creative/collaborative efforts for funding. Each agency involved will incur part of the cost of training current and future staff in these programs, however cost savings can be accomplished through a train the trainer process and supportive funding through interagency cooperation. The most cost effective way to provide this training is to train the seven (7) Citizen Liaison staff and allow them to continue training organizations and systems over time. The training of trainers approach would be accomplished while the trainer was providing training to organizations selected to participate. This would get seven trainers trained while equipping seven organizations/systems with the knowledge, skills, and abilities to become more developmentally attentive. The estimated cost for this training of trainers would be \$12,000. (5 days preparation and planning, 5 days training of trainers and 5 days organizational training with seven organizations)

Each law enforcement agency will have to determine if they can accomplish the transition to community policing within the constraints of existing staffing levels. Costs for the Bayfield Marshal's Office, Durango Police Department, Ignacio Police Department, and Southern Ute Tribal Police Department will depend on each department's staffing needs. For example: the La Plata County Sheriff's Office has estimated they would need 4 additional Deputy positions in order to fully implement this program. This would represent a cost of \$230,204. (2007 *La Plata County Budget*. PS07 annual salary w/benefits = \$57,551)