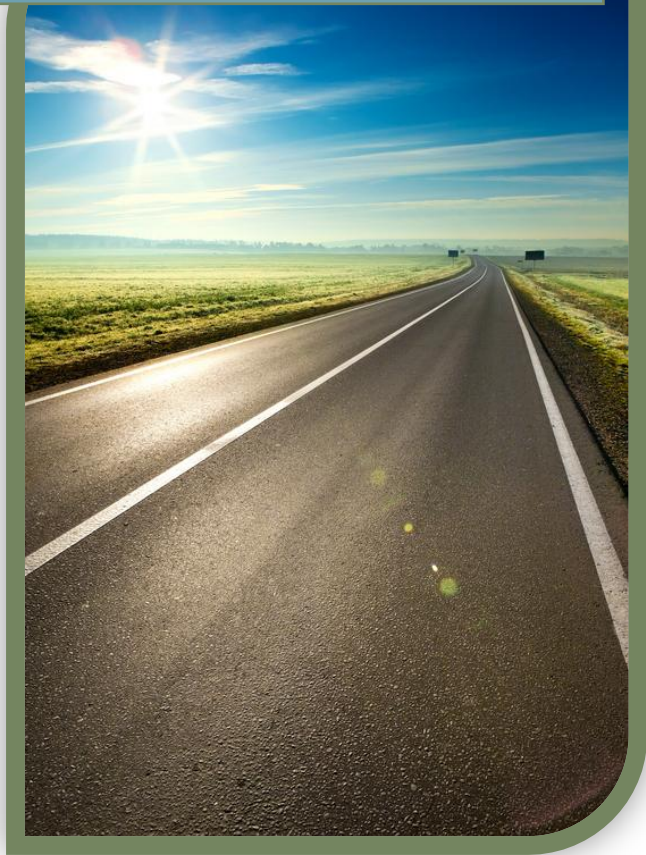


Department of Community Justice Strategic Plan 2011-2013



Department of Community Justice
Multnomah County, Oregon
web.multco.us/dcj
January 2011



Introduction from the Director

Dear Readers,

The Multnomah County Department of Community Justice (DCJ) has built a national reputation for being an effective leader in the area of community corrections on a foundation of evidence-based practices and continuous quality improvement. We enhance public safety by helping the adults and youth under our supervision put an end to their criminal activities and lead productive, healthy lives.

First and foremost, this strategic plan is our effort to achieve the next level of excellence. We recognize the outstanding progress and investments that have already been made and we know that it is incumbent upon us to sustain and expand those efforts. To do this, we needed to build a framework that would guide our future activities while protecting the fundamentals that have helped us become leaders in the first place.

Second, this strategic plan was created to help us navigate the ever-changing political and economic landscapes in which we operate. We recognize that in order to maintain our effectiveness that we must be able to expand and contract with the availability of public safety resources. By establishing our priorities, we will be better positioned to adapt to the challenges that may lie ahead without losing focus on our core values and services.

To begin, I asked a group of staff, selected as a cross section of management and line staff from all areas of the department, to serve as the Strategic Planning Steering Committee. The Steering Committee worked as a partner and a counter-balance to the Executive Management Team to develop the vision, mission, values and strategic goals. Once those key elements were developed, the Steering Committee formed subgroups around each of the five strategic goals. All DCJ staff and other interested parties were invited to work together and, over the course of several months, those subgroups generated a set of recommendations for moving forward in each strategic goal. In all, we counted 125 people or 25% of our entire department, who had direct hands-on involvement with those recommendations. I am very impressed by the ideas that came from those groups and appreciative of the time and effort that they have invested in visualizing our work over the next three years.

The result is a strategic plan that contains our vision for what our organization will look like in three years. It builds on our existing strengths but also includes new initiatives informed by criminal justice research and the consultants of the Carey Group. In the words of Andy Warhol, "They always say time changes things, but you actually have to change them yourself." And so, this plan provides the framework for how we will create the changes we want to see in our department and our communities. Our new vision is Community Safety through Positive Change.

The DCJ Strategic Plan that follows includes concrete steps specifying how we will: work with adults and juveniles through new case management models; ensure that we are hiring staff with the right skills for this work, provide staff with appropriate training and ongoing support; continually and rigorously conduct risk assessments of our population, and address the criminogenic needs that emerge from those assessments; address the needs of victims of crime and help restore the community.

While there is much work to do, there is also much opportunity. Going forward, we will continue to discover new and more effective ways of working with the adults and youth under our supervision. We will explore new opportunities to collaborate with our public safety and community partners. I invite every reader of this strategic plan to participate in our efforts to achieve these goals and help us create safer communities.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Taylor", written in a cursive style.

Scott Taylor

DCJ Director

Executive Summary

Background

The Department of Community Justice (DCJ) serves a vital role in protecting public safety and the strength of our communities. We intervene to prevent the recurrence of crime among juvenile and adult defendants and offenders by supervising them and helping them to change problem behavior. We provide supervision and treatment resources to youth, adults, families, and communities to address the underlying issues and problems that drive crime.

Commitment to Action

DCJ has now developed a strategic plan to guide its efforts to further strengthen and improve community safety. For over fifteen years, DCJ has been integrating evidence-based practices into our daily operations. This plan outlines our commitment to take action to build an even stronger, more responsive and effective department. In this plan, we affirm our vision, mission and guiding values. We articulate a set of strategic goals that we can achieve over the next 3-5 years. This plan does not hold all of the details for achieving our goals but it does provide a roadmap and a description of our intended destination.

Our Vision

Community Safety through Positive Change

Our Mission

Our mission is to enhance community safety and reduce criminal activity by holding youth and adults accountable in a fair and just manner, assisting them to develop skills necessary for success, and effectively using public resources.

Our Values

- A Just and Equitable System
- Collaborative Relationships
- Diversity & Cultural Responsiveness
- Healthy Families
- Information Based Decisions
- Innovation
- Investing in Employees
- Respect
- Stewardship



Our Strategic Goals

Over the next three years, DCJ will be working to build on and improve our efforts in five critical goal areas. In each area, we have identified a set of activities where we will begin our efforts. Additional steps will be further identified and refined as we proceed:

1. Behavior Change – We will work with adult offenders and youth to reduce delinquent and criminal behavior:
 - Align supervision strategies with risk, need and responsivity.
 - Administer cognitive behavioral interventions and treatment as needed.
 - Build rapport and enhance offender motivation.
 - Work with families, children and the community.

2. Accountability – We will hold adult offenders and youth accountable for their actions:
 - Align supervision intensity and access to services with risk to re-offend.
 - Utilize effective sanctions and interventions.
 - Use of custodial containment/incapacitation as needed.

3. Resource Management – We will direct our resources to delivering cost-effective services:
 - Provide adequate resources to achieve or maintain effectiveness.
 - Collect and use accurate data and evidence to make resource allocation decisions.
 - Align expenditures with internal strategic planning and external policy decisions.
 - Implement continuous quality improvement (CQI) for internal and contracted services.
 - Recruit, hire, develop and manage staff and volunteers with the right competencies.
 - Make effective and sustainable use of assets, inventory, technology and infrastructure.

4. System Change – We will use advocacy and innovation to guide our work with stakeholders to improve community safety and assure a fair and just system:
 - Identify and correct discriminatory policies and practices.
 - Engage in partnerships that enhance public safety, create a sense of justice and reduce delinquency and recidivism.
 - Collaborate with other agencies and partners to identify and correct inequities in the system.

5. Commitment to Victims and Community – We will respect and address victims’ rights and needs and restore the community:
 - Provide culturally appropriate services to enhance our accessibility for victims and community members.
 - Collaborate with criminal justice agencies, professionals and schools on meeting victim needs.
 - Provide victim services and support community efforts in providing services to victims and their families.
 - Make all reasonable efforts to collect victim restitution and court costs.

Next Steps

In order to realize the vision and make significant progress towards our goals, the strategic planning phase must transition into an implementation phase. The implementation phase will translate our strategic focus into concrete operations, practical work guidelines, tools, and procedures relevant to the daily activities of staff. In this phase, we will also be creating a system of process and outcome measures that will help us gauge our progress over time and the degree to which we are ultimately successful.

One critical factor that will facilitate our success is the strength of our staff’s commitment to this plan. The DCJ Strategic Plan was initiated by DCJ staff for DCJ staff. Over 125 employees contributed to its development over a six-month period. We believe that the long-term commitment that has already been demonstrated by our staff to the goals contained in this plan will help sustain our efforts over the next 3-5 years.

The next steps for DCJ will be to form a series of implementation teams, each one responsible for planning the specific steps or actions identified in the plan. Staff members from all levels and all parts of the Department will be invited to participate on the teams, to assure that the actions taken will be well- grounded and realistic. A member of the DCJ Executive team has been appointed to oversee implementation and will provide additional guidance and support where needed. DCJ will also be inviting participation from our community and public safety partners to ensure that our future path is responsive to the needs of our stakeholders and will build not only a stronger department but a stronger public safety system.

Department of Community Justice

Our Vision:

Community Safety through
Positive Change

Our Mission:

Our mission is to enhance community safety and reduce criminal activity by holding youth and adults accountable in a fair and just manner, assisting them to develop skills necessary for success, and effectively using public resources.

Our Strategic Goals:

Behavior Change – We will work with adult offenders and youth to reduce delinquent and criminal behavior.

Accountability – We will hold adult offenders and youth accountable for their actions.

Resource Management – We will direct our resources to delivering cost-effective services.

System Change – We will use advocacy and innovation to guide our work with stakeholders to improve community safety and assure a fair and just system.

Commitment to Victims and Community – We will respect and address victims' rights and needs and restore the community.

Our Values:

A Just and Equitable System: We recognize the importance of actively addressing causes of minority overrepresentation in the justice system as a means of ensuring just and equitable treatment of youth and adult offenders.

Collaborative Relationships: We believe that, in order to enhance public safety, we must work together with our partners, including the judiciary, law enforcement, schools, treatment agencies and the community.

Diversity & Cultural Responsiveness: We value and respect diversity within our staff, our clients, and our community, and take seriously our responsibility to provide culturally specific services in a competent manner. The historical and cultural diversity of the community is viewed as a strength in achieving our mission.

Healthy Families: We value families for their role in strengthening our communities and preventing criminal behavior; and empowering families as full partners in the behavioral change effort.

Information Based Decisions: We are dedicated to continuous improvement and use data and best practices to help guide our decision making.

Innovation: We are always looking for new ways to enhance public safety by creating best practices – exhibiting responsible risk-taking and demonstrating the courage to go in new directions.

Investing in Employees: We invest in our employees by providing education, training, and opportunities for their personal and professional growth. We value a balance between professional responsibilities and personal life.

Respect: We value the highest standards of professional behavior, including treating people with dignity, promoting effective communication, resolving conflicts peacefully, acting with integrity, taking initiative, and accepting personal responsibility for our organizational culture.

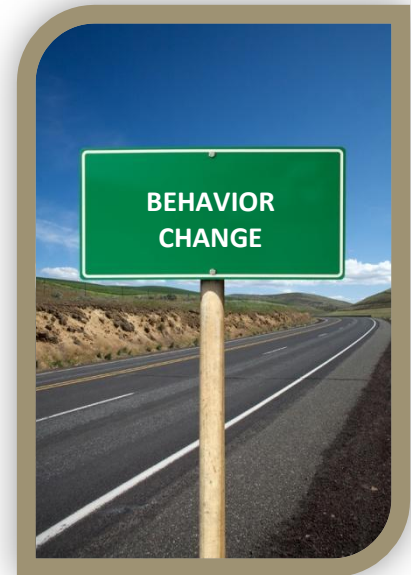
Stewardship: We recognize our responsibility to protect our resources and use them wisely through sound financial management and environmentally sustainable operations.

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Behavior Change

Community safety, through positive offender behavior change, and offender accountability are key priorities of the Department of Community Justice. In this goal area, we commit to continue working with adult offenders and youth to reduce delinquent and criminal behavior. Our vision reaffirms that supervision constitutes a critical role within the change process. Probation/parole officers and Juvenile Court Counselors can act as positive influences for change in the lives of the offenders they supervise.



To improve our effectiveness and enhance safety, DCJ must adopt offender supervision practices that are supported by existing research evidence and best practices. The contacts that comprise supervision can serve the vital function of identifying problem behaviors, working with the offender to reduce denial and accept responsibility, identifying a plan of action, and holding the offender accountable for sustaining change. All are critical in facilitating the psychological processes associated with behavioral change. Most DCJ Staff have articulated a working knowledge of evidence-based practices and have demonstrated relationship-based interactions with offenders. Our goal is to further enhance supervision contacts, assure that staff members are routinely applying behavioral change techniques, and maintain consistency in the quality of the contacts across the department.

In Tables 1-3, we have identified a set of activities that will need to occur for us to make significant progress in this goal area. Additional steps will be further identified and refined as we proceed. Key action steps in our first year include:

- Begin department-wide training on evidence-based practices in corrections¹.
- Implement new case management models in both the Adult and Juvenile Services Division.
- Develop both an internal and external CQI plan to increase the capacity and effectiveness of cognitive behavioral interventions and treatment².

¹ This activity was also recommended in: Domurad, F. & Carey, M. (2010). Gap Analysis Report: Multnomah County Department of Community Justice. A Report for the Department of Community Justice, Multnomah County, Oregon.

² *Ibid.*

Timelines for Behavior Change Activities

Table 1: Behavior Change Activities to be Implemented January to June 2011

2011	Jan	Feb	Mar	Apr	May	Jun
ALIGN SUPERVISION STRATEGIES WITH RISK, NEED AND RESPONSIVITY	<ul style="list-style-type: none"> • Provide department-wide training on evidence-based practices (EBP) in corrections. • Begin training supervisors and staff in the Adult Services Division on the EPICS case management model. • Begin training Juvenile Services Division supervisors and staff on the FFPS case management model. • Identify and compare different options for conducting comprehensive evaluations and assessments of the populations under DCJ supervision. 					
ADMINISTER COGNITIVE BEHAVIORAL INTERVENTIONS AND TREATMENT AS NEEDED	<ul style="list-style-type: none"> • Develop a plan to increase the capacity and effectiveness of cognitive behavioral interventions and treatment. • Document and review the provision of cognitive programs and trainings within DCJ. • Document and review the use of cognitive treatment across contractors, wherever appropriate. 					
BUILD RAPPORT AND ENHANCE OFFENDER MOTIVATION	<ul style="list-style-type: none"> • Begin monitoring the effects of EPICS and FFPS on adult and youth offenders. 					
WORK WITH FAMILIES, CHILDREN AND THE COMMUNITY	<ul style="list-style-type: none"> • Begin monitoring the effects of FFPS on families and community stakeholders. • Conduct a thorough review and create an inventory checklist of best practices for case management and multi-disciplinary teams. • Begin to enhance availability of family-based alcohol and drug outpatient treatment to adult offenders, whenever appropriate. 					

Table 2: Behavior Change Activities to be Implemented July to December 2011

2011	Jul	Aug	Sep	Oct	Nov	Dec
ALIGN SUPERVISION STRATEGIES WITH RISK, NEED AND RESPONSIVITY	<ul style="list-style-type: none"> Align budget resources to sustain department-wide training and competency in EBP. Ensure all assessments and case plans in adult and juvenile are completed and followed. Increase the amount of community supervision provided by Juvenile Court Counselors in the community. Continue to train staff in EPICS and FFPS as needed. Determine the best option and develop a plan for conducting comprehensive evaluations and assessments of the populations under DCJ supervision 					
ADMINISTER COGNITIVE BEHAVIORAL INTERVENTIONS AND TREATMENT AS NEEDED	<ul style="list-style-type: none"> Enhance the provision of cognitive interventions at the individual and group level. 					
BUILD RAPPORT AND ENHANCE OFFENDER MOTIVATION	<ul style="list-style-type: none"> Monitor the competency of staff in EPICS and FFPS with an effective use of observation, video and/or audio recording, as appropriate. Increase the support to staff who are working to create offender behavior change by requiring all Community Justice Managers to mentor, coach and provide role-model opportunities, as appropriate. Provide customer service training for all DCJ staff. 					
WORK WITH FAMILIES, CHILDREN AND THE COMMUNITY	<ul style="list-style-type: none"> To be developed during implementation phase 					

Table 3: Behavior Change Activities to be Implemented January 2012 thru 2013

	January 2012 – December 2013
ALIGN SUPERVISION STRATEGIES WITH RISK, NEED AND RESPONSIVITY	<ul style="list-style-type: none"> • Ensure that all adult PPOs have been trained in EPICS and all case management activities reflect the model. • Ensure that all juvenile probation officers have been trained in FFPS and all case management activities reflect the model. • Implement the best option for conducting comprehensive evaluations and assessments on the populations under DCJ supervision.
ADMINISTER COGNITIVE BEHAVIORAL INTERVENTIONS AND TREATMENT AS NEEDED	<ul style="list-style-type: none"> • To be developed during implementation phase
BUILD RAPPORT AND ENHANCE OFFENDER MOTIVATION	<ul style="list-style-type: none"> • Ensure all adult and youth interactions are aligned with the case management model/ cognitive treatment tools and programs. • Ensure that all DCJ staff are trained to use strategies designed to support behavior change. • Determine the availability of culturally-relevant resources for adult and youth offenders and assess staff awareness and utilization of these resources.
WORK WITH FAMILIES, CHILDREN AND THE COMMUNITY	<ul style="list-style-type: none"> • Evaluate re-entry and wraparound services to assure effectiveness.

Accountability

The primary objective of supervision is increased offender accountability for those on probation or parole. In this goal area, we commit to continue and strengthen our efforts to hold adult offenders and youth accountable for their actions. This goal is met through enhanced surveillance and other special conditions, while providing the offender with the proper balance of monitoring and assistance.

Accountability literally means to answer to, explain something, or to give an account. The offender has responsibility for reaching a conclusion about what behavior or harm has taken place, owning it, and taking action to repair it. Probation/parole officers and Juvenile Counselors can enforce accountability with suitable rewards and sanctions. Our goal is to further enhance how accountability is achieved through contacts with offenders, analysis of violations, recommendations for sanctions, provision of encouragement and motivation, and the ongoing monitoring of an offender's progress.

In Tables 4-6, we have identified a set of activities that will need to occur for us to make significant progress in this goal area. Additional steps will be further identified and refined as we proceed. Key action steps in our first year include:

- Establish baseline and target performance measures related to sanctions, fee collections and victim restitution collection³.
- Ensure the completion of case plans for all high-risk offenders within 60 days of intake.
- Develop a plan for Inter-Rater Reliability and refresher trainings on both adult and juvenile assessments used to determine supervision intensity and access to services⁴.



³ This activity was also recommended in: Domurad, F. & Carey, M. (2010). Gap Analysis Report: Multnomah County Department of Community Justice. A Report for the Department of Community Justice, Multnomah County, Oregon.

⁴ *Ibid.*

Timelines for Accountability Activities

Table 4: Accountability Activities to be Implemented January to June 2011

2011	Jan	Feb	Mar	Apr	May	Jun
ALIGN SUPERVISION INTENSITY AND ACCESS TO SERVICES WITH RISK TO RE-OFFEND.	<ul style="list-style-type: none"> Establish baselines for the provision of sanctions, fee collections and victim restitution collection. Analyze and develop a plan for meaningful data collection. Complete case plans for all high risk offenders within 60 days of intake. Develop a plan for Inter-Rater Reliability and refresher training on LSCMI, JCP and other assessments used to determine supervision intensity and access to services. Ensure referrals are targeted for the highest risk populations. 					
UTILIZE EFFECTIVE SANCTIONS AND INTERVENTIONS	<ul style="list-style-type: none"> Review and analyze sanction utilization and effectiveness Develop recommendations on how sanctioning practices can be further improved. Develop a cost benefit model for the use of sanctions. Expand utilization of non-custody options. 					
USE OF CUSTODIAL CONTAINMENT/ INCAPACITATION AS NEEDED	<ul style="list-style-type: none"> To be developed during implementation phase 					

Table 5: Accountability Activities to be Implemented July to December 2011

2011	Jul	Aug	Sep	Oct	Nov	Dec
ALIGN SUPERVISION INTENSITY AND ACCESS TO SERVICES WITH RISK TO RE-OFFEND.	<ul style="list-style-type: none"> • Monitor performance measures to track improvement in results from baseline information. • Develop a system to track sanctions for Juvenile Services Division. 					
UTILIZE EFFECTIVE SANCTIONS AND INTERVENTIONS	<ul style="list-style-type: none"> • Expand electronic supervision as needed. 					
USE OF CUSTODIAL CONTAINMENT/ INCAPACITATION AS NEEDED	<ul style="list-style-type: none"> • Review juvenile detention and adult jail bed usage and adjust as needed. 					

Table 6: Accountability Activities to be Implemented January 2012 thru 2013

	January 2012 – December 2013
ALIGN SUPERVISION INTENSITY AND ACCESS TO SERVICES WITH RISK TO RE-OFFEND.	<ul style="list-style-type: none"> To be developed during implementation phase
UTILIZE EFFECTIVE SANCTIONS AND INTERVENTIONS	<ul style="list-style-type: none"> Realign services and sanctions, such as Day Reporting Center and Community Service, as needed. Conduct a review and expand the range of sanction and reward options for DCJ staff to use with offender populations.
USE OF CUSTODIAL CONTAINMENT/ INCAPACITATION AS NEEDED	<ul style="list-style-type: none"> Review results of the Recog and PSP tools for determining appropriate release decisions.

Resource Management

Resource management is the process of ensuring that our financial decisions are consistent with our operational goals. Our utilization of resources ultimately delineates whether we can accomplish the objectives outlined in the strategic plan. In this goal area, we make a commitment to directing our scarce resources to delivering cost-effective services. This includes both our financial and human resources. This strategy prioritizes investments that are expected to give the highest return and promotes long-term sustainability.

Effective resource management enables DCJ to adapt to a changing environment. This includes an ever-changing budget climate as well as strategic changes in how we do business. It requires data collection and data integrity to inform decision-making. It is essential that our limited resources are managed effectively and are aligned with our mission, vision, and values.

In Tables 7-9, we have identified a set of activities that will need to occur for us to make significant progress in this goal area. Additional steps will be further identified and refined as we proceed. Key action steps in our first year include:

- Convert EBP job expectations/competencies into behavioral terms⁵.
- Begin the development of the mobile workforce plan.
- Align budgeted resources with risk level demand.
- Make adjustments to DCJ management span of control where necessary⁶.



⁵ This activity was also recommended in: Domurad, F. & Carey, M. (2010). Gap Analysis Report: Multnomah County Department of Community Justice. A Report for the Department of Community Justice, Multnomah County, Oregon.

⁶ *Ibid.*

Timelines for Resource Management Activities

Table 7: Resource Management Activities to be Implemented January to June 2011

2011	Jan	Feb	Mar	Apr	May	Jun
PROVIDE ADEQUATE RESOURCES TO ACHIEVE OR MAINTAIN EFFECTIVENESS	<ul style="list-style-type: none"> Define what constitutes “effectiveness” for DCJ practices and programs and determine the level of resources required to meet those expectations. Develop the competencies for the job classifications used most often in hiring. Create a training program for employees on identified competencies. Begin the development of the mobile workforce plan. 					
COLLECT AND USE ACCURATE DATA AND EVIDENCE TO MAKE RESOURCE ALLOCATION DECISIONS	<ul style="list-style-type: none"> Develop a departmental Continuous Quality Improvement (CQI) Plan. Determine what data needs to be captured and at what level. Ensure youth and adult offender assessment are consistently and accurately completed and applied across DCJ. 					
ALIGN EXPENDITURES WITH INTERNAL STRATEGIC PLANNING AND EXTERNAL POLICY DECISIONS	<ul style="list-style-type: none"> Develop the FY 2012 budget request to support the strategic plan. 					
IMPLEMENT CQI FOR INTERNAL AND CONTRACTED SERVICES	<ul style="list-style-type: none"> Participate in the countywide contract system redesign project. Conduct audits to ensure assessments are occurring and case plans are appropriately developed in both the Adult Services and Juvenile Services Divisions. 					
RECRUIT, HIRE, DEVELOP AND MANAGE STAFF AND VOLUNTEERS WITH THE RIGHT COMPETENCIES	<ul style="list-style-type: none"> Create a workplace environment that allows for succession planning and career growth opportunities. 					

2011	Jan	Feb	Mar	Apr	May	Jun
MAKE EFFECTIVE AND SUSTAINABLE USE OF ASSETS, INVENTORY, TECHNOLOGY AND INFRASTRUCTURE	<ul style="list-style-type: none">• Identify internal tasks and processes to create efficiencies in alignment with environmental and sustainability plans.• Review annually the climate action and sustainability plans for compliance and make adjustments as needed.					



Table 8: Resource Management Activities to be Implemented July to December 2011

2011	Jul	Aug	Sep	Oct	Nov	Dec
PROVIDE ADEQUATE RESOURCES TO ACHIEVE OR MAINTAIN EFFECTIVENESS	<ul style="list-style-type: none"> Align budgeted resources with risk level demand. Make adjustments to DCJ management span of control where necessary. Develop the competencies for the remainder of the job classifications in DCJ. Assess and address the need for new technology, employee safety procedures, and infrastructure as indicated by the EPICS and FFPS case management models. Complete the development of the mobile workforce plan and begin implementation. Develop a three-year, comprehensive training plan that identifies and coordinates department-wide training issues. 					
COLLECT AND USE ACCURATE DATA AND EVIDENCE TO MAKE RESOURCE ALLOCATION DECISIONS	<ul style="list-style-type: none"> Begin implementation of the department-wide Continuous Quality Improvement (CQI) plan. 					
ALIGN EXPENDITURES WITH INTERNAL STRATEGIC PLANNING AND EXTERNAL POLICY DECISIONS	<ul style="list-style-type: none"> Make any necessary changes to the budget based on workload changes and feedback received during the implementation of EPICS and FFPS. 					
IMPLEMENT CQI FOR INTERNAL AND CONTRACTED SERVICES	<ul style="list-style-type: none"> Monitor activities to ensure sustainability of the department-wide Continuous Quality Improvement (CQI) plan. 					
RECRUIT, HIRE, DEVELOP AND MANAGE STAFF AND VOLUNTEERS WITH THE RIGHT COMPETENCIES	<ul style="list-style-type: none"> Convert EBP job expectations/competencies into behavioral terms. Align audit and performance appraisals with job expectations/competencies. 					
MAKE EFFECTIVE AND SUSTAINABLE USE OF ASSETS, INVENTORY, TECHNOLOGY AND INFRASTRUCTURE	<ul style="list-style-type: none"> To be developed during implementation phase 					

Table 9: Resource Management Activities to be Implemented January 2012 thru 2013

	January 2012 – December 2013
PROVIDE ADEQUATE RESOURCES TO ACHIEVE OR MAINTAIN EFFECTIVENESS	<ul style="list-style-type: none"> • Continue to work with Facilities and Property Management to refine and implement the DCJ Six Year Space Plan. • Evaluate the efforts to implement a mobile workforce and identify where additional adjustments are needed. • Deliver department-wide trainings to address job expectations /competencies.
COLLECT AND USE ACCURATE DATA AND EVIDENCE TO MAKE RESOURCE ALLOCATION DECISIONS	<ul style="list-style-type: none"> • Develop and apply cost benefit methodology for resource allocation decisions.
ALIGN EXPENDITURES WITH INTERNAL STRATEGIC PLANNING AND EXTERNAL POLICY DECISIONS	<ul style="list-style-type: none"> • Make adjustments to the strategic plan and the budget based on CQI data and outcomes.
IMPLEMENT CQI FOR INTERNAL AND CONTRACTED SERVICES	<ul style="list-style-type: none"> • To be developed during implementation phase
RECRUIT, HIRE, DEVELOP AND MANAGE STAFF AND VOLUNTEERS WITH THE RIGHT COMPETENCIES	<ul style="list-style-type: none"> • To be developed during implementation phase
MAKE EFFECTIVE AND SUSTAINABLE USE OF ASSETS, INVENTORY, TECHNOLOGY AND INFRASTRUCTURE	<ul style="list-style-type: none"> • To be developed during implementation phase

System Change

The criminal justice system has been the primary focus of numerous research projects which have found evidence of racial bias and other inequalities in the criminal justice system. This unfortunate reality can create a lack of trust in our communities that severely impacts the criminal justice system's ability to serve and protect society.

At DCJ, we believe that only through the collaborative efforts of all concerned, will we be able to create a system free of bias and prejudice. In this goal area, we reaffirm our commitment to serve as leaders in system change and to hold ourselves accountable for creating change within our department and the larger public safety system. We will use advocacy and innovation to guide our work with stakeholders to improve community safety and assure a fair and just system.

In Tables 10-12, we have identified a set of activities that will need to occur for us to make significant progress in this goal area. Additional steps will be further identified and refined as we proceed. Key action steps in our first year include:

- Work with DCJ partners and the greater community to assess unintended impacts of current practices.
- Participate with other commissions and agencies to provide education and culturally responsive training and information to help families navigate the justice system.
- Develop a set of standards for assessing the cultural responsiveness of both in-house and contracted staff⁷.



⁷ This activity was also recommended in: Domurad, F. & Carey, M. (2010). Gap Analysis Report: Multnomah County Department of Community Justice. A Report for the Department of Community Justice, Multnomah County, Oregon.

Timelines for System Change Activities

Table10: System Change Activities to be Implemented January to June 2011

2011	Jan	Feb	Mar	Apr	May	Jun
IDENTIFY AND CORRECT DISCRIMINATORY POLICIES AND PRACTICES.	<ul style="list-style-type: none"> • Begin to review policies and practices to determine if there are unintended consequences for minority populations. • Work with communities of color for assessment of unintended impacts. • Create contract language that requires consistent dual-diagnosis, trauma-informed, and culturally-responsive services from contracted providers and insert this in any appropriate new or renewed contracts. • Complete the Office of Juvenile Justice & Delinquency Prevention's Community Youth Gang Assessment and write an application for an OJJDP Comprehensive Anti-Gang Strategies & Programs grant to fund the implementation of a comprehensive anti-gang violence model and services. 					
ENGAGE IN PARTNERSHIPS THAT ENHANCE PUBLIC SAFETY, CREATE A SENSE OF JUSTICE AND REDUCE DELINQUENCY AND RECIDIVISM	<ul style="list-style-type: none"> • Work with DCJ partners and the greater community to assess unintended impacts of current practices. • Participate with other commissions and agencies to provide education and culturally responsive training and information to help families navigate the justice system. 					
COLLABORATE WITH OTHER AGENCIES AND PARTNERS TO IDENTIFY AND CORRECT INEQUITIES IN THE SYSTEM	<ul style="list-style-type: none"> • To be developed during implementation phase 					

Table 11: System Change Activities to be Implemented July to December 2011

2011	Jul	Aug	Sep	Oct	Nov	Dec
IDENTIFY AND CORRECT DISCRIMINATORY POLICIES AND PRACTICES.	<ul style="list-style-type: none"> • Continue to identify and change policies and practices that have unintended consequences for minority populations. • Assign the Cultural Competency Steering Committee to review and update the Intercultural Strategy Plan to assure that all differences, including age, gender, race, ethnic background, physical ability, mental ability, religion, sexual orientation and family situation will be incorporated into this strategic plan. • Develop a set of standards for assessing the cultural responsiveness of both in-house and contracted staff. 					
ENGAGE IN PARTNERSHIPS THAT ENHANCE PUBLIC SAFETY, CREATE A SENSE OF JUSTICE AND REDUCE DELINQUENCY AND RECIDIVISM	<ul style="list-style-type: none"> • Continue working with DCJ partners and the greater community on unintended impacts. • Train Adult Services Division staff on using juvenile records system information to inform the LSCMI. • Provide training on juvenile justice system to the education community. 					
COLLABORATE WITH OTHER AGENCIES AND PARTNERS TO IDENTIFY AND CORRECT INEQUITIES IN THE SYSTEM	<ul style="list-style-type: none"> • Collaborate with the Commission on Children, Families and the Community, Youth and Gang Violence Work group and other community partners to plan and deliver multi-systemic training and education around racism, implicit bias, prejudice, systemic exclusion, equity and disproportionality. • Participate with Education Life & Success work group and community education partners to develop consistent discipline policies aimed at correcting racial and ethnic disparity in school discipline. 					

Table 12: System Change Activities to be Implemented January 2012 thru 2013

	January 2012 – December 2013
IDENTIFY AND CORRECT DISCRIMINATORY POLICIES AND PRACTICES.	<ul style="list-style-type: none"> Review all DCJ policies and practices and integrate changes from the Intercultural Strategy Plan.
ENGAGE IN PARTNERSHIPS THAT ENHANCE PUBLIC SAFETY, CREATE A SENSE OF JUSTICE AND REDUCE DELINQUENCY AND RECIDIVISM	<ul style="list-style-type: none"> To be developed during implementation phase
COLLABORATE WITH OTHER AGENCIES AND PARTNERS TO IDENTIFY AND CORRECT INEQUITIES IN THE SYSTEM	<ul style="list-style-type: none"> Create system improvement action plans for African American and Latino people in adult and juvenile justice systems.

Commitment to Victims & Community

Community justice requires focusing on community partnerships to meet the needs of victims and citizens, hold offenders accountable, and to support prevention efforts for a safer community. In this goal area, we pledge to continue to respect and address victims' rights and needs, and to help restore the community.

In support of our commitment to victims, we seek to enhance opportunities for victim-offender mediation, increase attention to victim restitution, and continue to change offender's thinking and increase pro-social behaviors. By assuming and carrying out tasks to restore victims and the community, offenders can learn valuable skills and form supportive associations that will lead to more pro-social lifestyles.

At the community level, we will continue to develop our collaborations with criminal justice agencies, schools, treatment professionals and victim's rights organizations. At the individual level, we will enhance our accessibility to victims and individual community members with new services and increased efforts towards cultural responsiveness.

In Tables 13-15, we have identified a set of activities that will need to occur for us to make significant progress in this goal area. Additional steps will be further identified and refined as we proceed. Key action steps in our first year include:

- Establish a Victims Advisory Board
- Develop an action plan for increasing the collection of restitution for victims
- Update resources, forms and the website to ensure that materials are helpful and culturally appropriate



Timelines for Victims & Community Activities

Table 13: Victims & Community Activities to be Implemented January to June 2011

2011	Jan	Feb	Mar	Apr	May	Jun
PROVIDE CULTURALLY APPROPRIATE SERVICES TO ENHANCE OUR ACCESSIBILITY FOR VICTIMS AND COMMUNITY MEMBERS	<ul style="list-style-type: none"> • Conduct an inventory of DCJ's current ability to respond in a culturally appropriate manner to the needs of victims. • Research evidence-based practices in victim services and cultural competence in corrections. 					
COLLABORATE WITH CRIMINAL JUSTICE AGENCIES, PROFESSIONALS AND SCHOOLS ON MEETING VICTIM NEEDS	<ul style="list-style-type: none"> • To be developed during implementation phase 					
PROVIDE VICTIM SERVICES AND SUPPORT COMMUNITY EFFORTS IN PROVIDING SERVICES TO VICTIMS AND THEIR FAMILIES	<ul style="list-style-type: none"> • Compare implementation models and determine the feasibility of having a Victims Advocacy Unit for DCJ. 					
MAKE ALL REASONABLE EFFORTS TO COLLECT VICTIM RESTITUTION AND COURT COSTS	<ul style="list-style-type: none"> • Develop an action plan for demonstrating proficiency in collecting restitution for victims. 					

Table 14: Victims & Community Activities to be Implemented July to December 2011

2011	Jul	Aug	Sep	Oct	Nov	Dec
PROVIDE CULTURALLY APPROPRIATE SERVICES TO ENHANCE OUR ACCESSIBILITY FOR VICTIMS AND COMMUNITY MEMBERS	<ul style="list-style-type: none"> Update resources, forms and the website to ensure that materials are helpful and culturally appropriate. 					
COLLABORATE WITH CRIMINAL JUSTICE AGENCIES, PROFESSIONALS AND SCHOOLS ON MEETING VICTIM NEEDS	<ul style="list-style-type: none"> Establish a Victims Advisory Board to include DCJ and external stakeholders. Develop an implementation plan and cost estimate to pilot a Victims Advocacy Unit for DCJ. 					
PROVIDE VICTIM SERVICES AND SUPPORT COMMUNITY EFFORTS IN PROVIDING SERVICES TO VICTIMS AND THEIR FAMILIES	<ul style="list-style-type: none"> Identify training needs and begin to provide training in victim services to staff as needed. Review Juvenile Payback and Adult Community Services programs. 					
MAKE ALL REASONABLE EFFORTS TO COLLECT VICTIM RESTITUTION AND COURT COSTS	<ul style="list-style-type: none"> Monitor collection efforts and establish performance benchmarks in the collection of victim restitution. 					

Table 15: Victims & Community Activities to be Implemented January 2012 thru 2013

	January 2012 – December 2013
PROVIDE CULTURALLY APPROPRIATE SERVICES TO ENHANCE OUR ACCESSIBILITY FOR VICTIMS AND COMMUNITY MEMBERS	<ul style="list-style-type: none"> Establish a process for ensuring timely updates to resources, forms and the website
COLLABORATE WITH CRIMINAL JUSTICE AGENCIES, PROFESSIONALS AND SCHOOLS ON MEETING VICTIM NEEDS	<ul style="list-style-type: none"> Convene the Victims Advisory Board and develop an agenda to address victim and community needs.
PROVIDE VICTIM SERVICES AND SUPPORT COMMUNITY EFFORTS IN PROVIDING SERVICES TO VICTIMS AND THEIR FAMILIES	<ul style="list-style-type: none"> Continue the provision of training in victim services to staff as needed.
MAKE ALL REASONABLE EFFORTS TO COLLECT VICTIM RESTITUTION AND COURT COSTS	<ul style="list-style-type: none"> Continue to monitor collection efforts and demonstrate proficiency.

Glossary of Commonly Used Terms & Acronyms

ASD

The Adult Services Division in the Department of Community Justice

Cultural Competency Steering Committee

This is a long-running committee in DCJ that works to improve the skills, knowledge, and ability of staff at all levels to deliver culturally responsive services. Their efforts also strive to create safety and diversity in the workplace, with an appreciation of the richness of diversity within the community and clients that we serve.

CQI

Continuous Quality Improvement

DCJ

The Multnomah County Department of Community Justice

EBM

Evidence Based Management

EBP

Evidence Based Practice: The most promising and effective practices determined by researchers and experts in their field; Implementation of EBP at DCJ is systematically monitored by the collection of data and an objective outcome analysis; Decision-making on DCJ policies and programs is to guided by data analysis and is based on the best information available.

EPICS

Effective Practices in Community Settings, a case management model developed by the Center for Criminal Justice Research, Division of Criminal Justice, University of Cincinnati.

GPS/EM

Global Positioning Software/Electronic Monitoring

FFPS

Functional Family Probation Services, a case management model that was adapted from Functional Family Therapy principles.

JCC

Juvenile Court Counselor

JJIS

Juvenile Justice Information System: a statewide system shared with the Oregon Youth Authority all 36 county juvenile departments, and approved external partners. It is the primary system used to manage and report information about juvenile offenders and the main resource for statewide reporting to support decision making regarding juvenile justice in Oregon.

JSD

The Juvenile Services Division in the Department of Community Justice

JCP

Juvenile Crime Prevention, a risk and needs assessment for juveniles that collects data to identify the youth most likely to enter or further penetrate the juvenile justice system.

LS/CMI

Level of Service/Case Management Inventory, an assessment that measures the risk and need factors of late adolescent and adult offenders.

ORS

Oregon Revised Statutes

PPO

Parole and/or probation officer

PSP/Recog

The Pre-Trial Supervision Program provides two essential services: interviewing arrested defendants in jail to identify which defendants are low risk to re-offend until their next court appearance and who can be released from jail on their own recognizance (this unit is called Recog); and supervising defendants who are released from jail pending a court appearance and who require supervision in the community prior to trial (Pre-trial Supervision Program).

SPIN

Supervision Program Information System. A Multnomah county data system that displays information from the statewide DOC (department of corrections) system, to assist DCJ in our business needs with community services tracking, case planning and transition services.

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- Scott Taylor, DCJ Director
- Shaun Coldwell, Strategic Planning Lead and Implementation Lead
- Karen Rhein, Strategic Planning Coordinator
- Jann Brown, Coordination, Strategic Planning Steering Committee Co-Chair
- Kevin Criswell, Coordination, Strategic Planning Steering Committee Co-Chair
- Thuy Vanderlinde, Coordination with Juvenile Services Division
- Kimberly Bernard, Communications, final report editing and design

Executive Team Members:

- Scott Taylor, Carl Goodman, David Koch, Kathleen Treb, Kimberly Bernard, Jann Brown, Shaun Coldwell, James Opoka, Karen Rhein, Charlene Rhyne, Joyce Resare, Dana Schnell

Strategic Planning Team Leads:

- Behavior Change - Thach Nguyen
- Accountability - Katie Roller
- Resource Management - Leslie Waldow
- System Change - Rob Halverson
- Commitment to Victims & Community - Lisa Krzmarzick

Strategic Planning Steering Committee Members:

- Kevin Bowers, Jann Brown – Co-Chair, Kevin Criswell - Co-Chair, Jamie Cruz, Rob Halverson, Laurel Howard, Stefan Jones, Izzy Lefebvre, Lisa Krzmarzick, Susan Mahoney, Canh Nguyen, Thach Nguyen, Belinda Pascual, Duane Randle, Karen Rhein, Lavis Robinson, Katie Roller, Heather Roman, Leslie Taylor, Michael Hanna, Leslie Waldow, Stu Walker

Combined Senior Management Team Members:

- Craig Bachman, Kimberly Bernard, Jill Bradford, Jann Brown, Shaun Coldwell, Kevin Criswell, Janice Garceau, Carl Goodman, Robert Halverson, Wenelle Kirby, David Koch, Truls Neal, Thach Nguyen, James Opoka, Bill Penny, Erika Preuitt, Joyce Resare, Karen Rhein, Charlene Rhyne, , Scott Taylor, Dana Schnell, Patrick Schreiner, Kathleen Treb, Thuy Vanderline, Prudence Veach

Communication Committee Members:

- Kim Bernard - Facilitator, Jill Bradford, Deidra Gibson-Cairns, Ronee Hunter, Marlene Jensen, Pam Mallory, John McVay, Nadine Purington, Heather Roman, Gerard Welch

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