

JSD Reorganization: Purpose, Process and Plan

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Juvenile Services Division
Department of Community Justice*

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Background

February/March 2012:

- Anticipated elimination of Youth Development Services
- Fiscal constraints likely to continue
- Opportunities identified to improve collaboration with community partners
- Continued focus on overrepresentation/DMC issues

Assignment

- To analyze current JSD service delivery and identify opportunities for improved efficiency and effectiveness
- To assist in creating a plan for reorganization that
 - maximizes limited resources
 - improves outcomes for youth and families
 - leverages community resources
 - positions DCJ/JSD for the future

The Process

Participation from:

- Staff/Management
- Stakeholders
- Community Partners

Must use existing allocated resources – ***NO
ADDITIONAL FUNDING***



The following JSD
Reorganization Plan was
presented to and approved
by the Executive Team on
7/17/12...

Plan of Action #1

Strategic Plan: System Change & Resource Management

Create an Education and Employment Access

Coordinator *to provide leadership for highly complex collaboration with all Multnomah County school districts, alternative and private schools, community colleges, and the youth employment community; navigate delicate, interagency agreements to develop and implement strategies to overcome barriers to school reconnection and employment opportunities for JSD youth.*

This position will be an internal resource/broker (“expediter”) for education and employment services.

Plan of Action #2

Strategic Plan: Accountability & Commitment to Victims and Community

Create a Restorative Justice Coordinator to enhance restorative opportunities: Garden Projects benefiting the community, provide oversight to stipend program and coordination with youth employment community, facilitate group conferencing

Plan of Action #3

Strategic Plan: Resource Management

Reallocate CWL resources - **Reduce staffing from 4 CWLs to 3 CWLs.** *(Fourth CWL reallocated to Restorative Justice Coordinator position.)*

Reduce crew days from 6/week to 4/week.
Modify staff schedules to provide enough work crew opportunities to meet the demand.

Plan of Action #4

Strategic Plan: Commitment to Victims and Community & Resource Management

Create a **Restitution Tracking Clerk** to communicate with victims regarding restitution requests, track restitution ordered and collected, and to ensure youth are making progress toward completing restitution requirements.

Reallocate current OASr prelim processor position.

Plan of Action #5

Strategic Plan: Behavior Change & Resource Management

Incorporate **delivery of skill groups** into **CD/EM** JCC duties.

Redefine role and responsibility of current CD/EM team to include skill group delivery.

Redefine Lead JCC role for this team to include skill group coordination, and to serve as the lead group facilitator.

Plan of Action #6

Strategic Plan: System Change, Accountability, Behavior Change & Commitment to Victims and Community

Reallocate existing **JCC position** to serve as a liaison with the **Portland Police Bureau's Youth Services Division.**

Plan of Action #7

Strategic Plan: Behavior Change, Accountability, System Change & Commitment to Victims and Community

Transfer existing CSEC youth on probation to a **CSEC-specific JCC caseload** (*FFP and case management for all high risk CSEC cases; coordinate with CSEC provider community and stakeholders*).

This will provide a “single point of contact” for various community providers trying to serve the complex needs of these youth, as well as smoother internal coordination.

Plan of Action #8

Strategic Plan: Behavior Change, Accountability, System Change & Commitment to Victims and Community

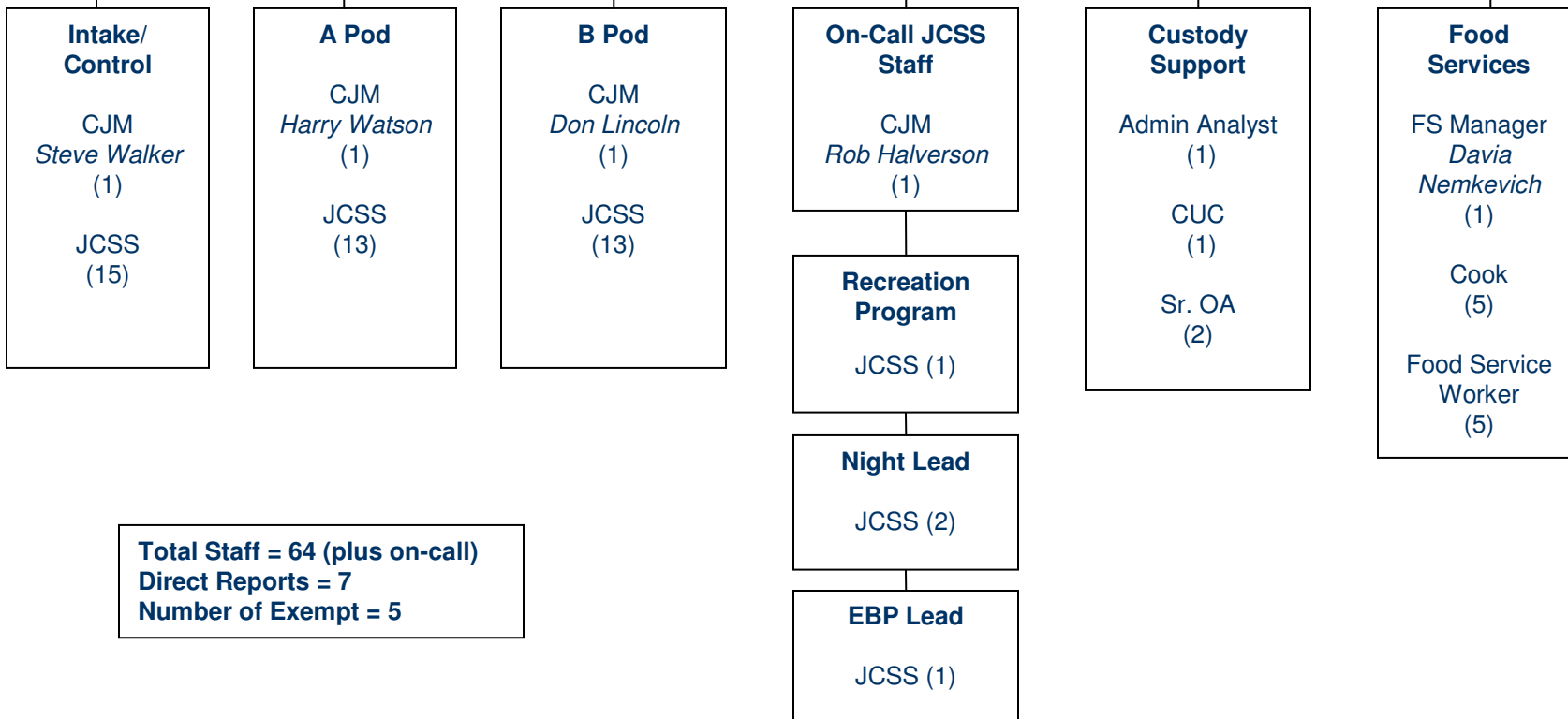
Restructure IAIA and refine **Assessment function for enhanced alignment with evidence-based decision-making, intervention and improved public safety outcomes.**

- *Reallocate 3 JCC positions to: (1) Education/Employment Access Coordinator, (2) PPB/YSD Liaison JCC, and (3) CSEC JCC.*
- *Combine functions of Assessors with FAA JCCs, and with Intake JCC.*
- *Redistribute “intake” functions of the Intake JCC to support staff and Lead JCC and/or “Officer of the Day.”*
- *High-risk youth adjudicated.*
- *No FFP for FAA caseloads.*

Revised Organization Charts

- Reflect a more even distribution of FTE among the 3 sections for the 3 senior managers
- Alignment of work units and programs for greater coordination
- Changes in direct reporting structure took effect August 6, 2012.
- Other changes will take varying amounts of time to implement and will be rolled out as soon as possible beginning August 6, 2012.
- Family Court Services is not included in the following org charts because they are not impacted by the reorganization

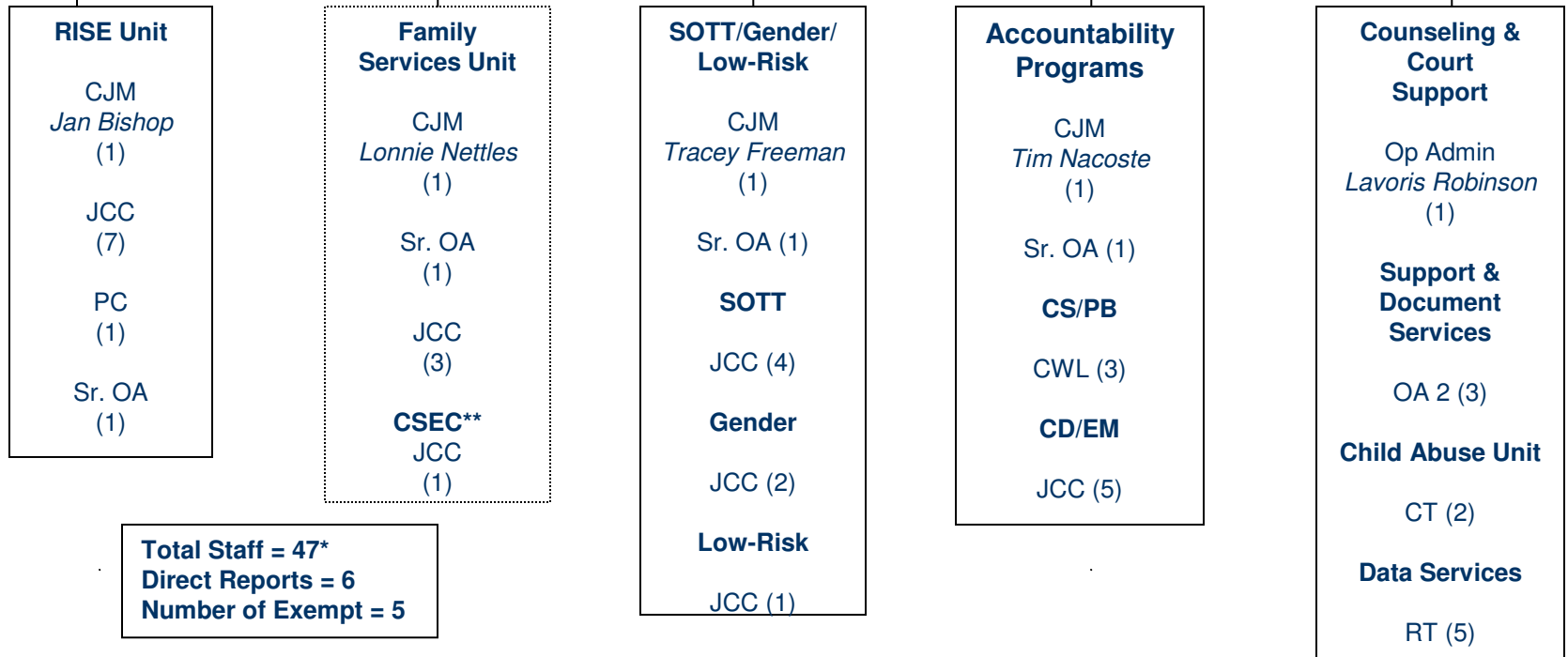
Custody Services
Craig Bachman, Manager Sr.



Probation and Accountability Services

Thach Nguyen, Manager Sr.

Admin. Specialist
(1)



* Two (2) additional JCC positions are funded through 12/31/12 and are not reflected on this chart.

** Implementation of this position will occur as soon as possible, but after 8/6/2012.

Pre-adjudication, Treatment & Community Interface Services
Deena Corso, Manager Sr.

Sr. OA
(1)

IAIA

CJM
Thanh Dang
(1)

Sr. OA
(1)

*Restitution
Tracking Clerk**
(1)

JCC
(7)

*Placement
Coordinator*
JCC (1)

*Portland Public
Schools*
MSP JCC (1)
DESCC JCC (1)

RAD

CJM
Rosa Garcia
(.5)

JCSS
(7)

Sr. OA
(.5)

Senderos

CJM
Rosa Garcia
(.5)

JCSS
(5)

Sr. OA
(.5)

ATYF

CJM
*To Be
Determined*
(1)

MHC
(9)

Sr. OA
(1)

**Education/
Employment
Coordinator***
(1)

**Restorative
Justice
Coordinator***
(1)

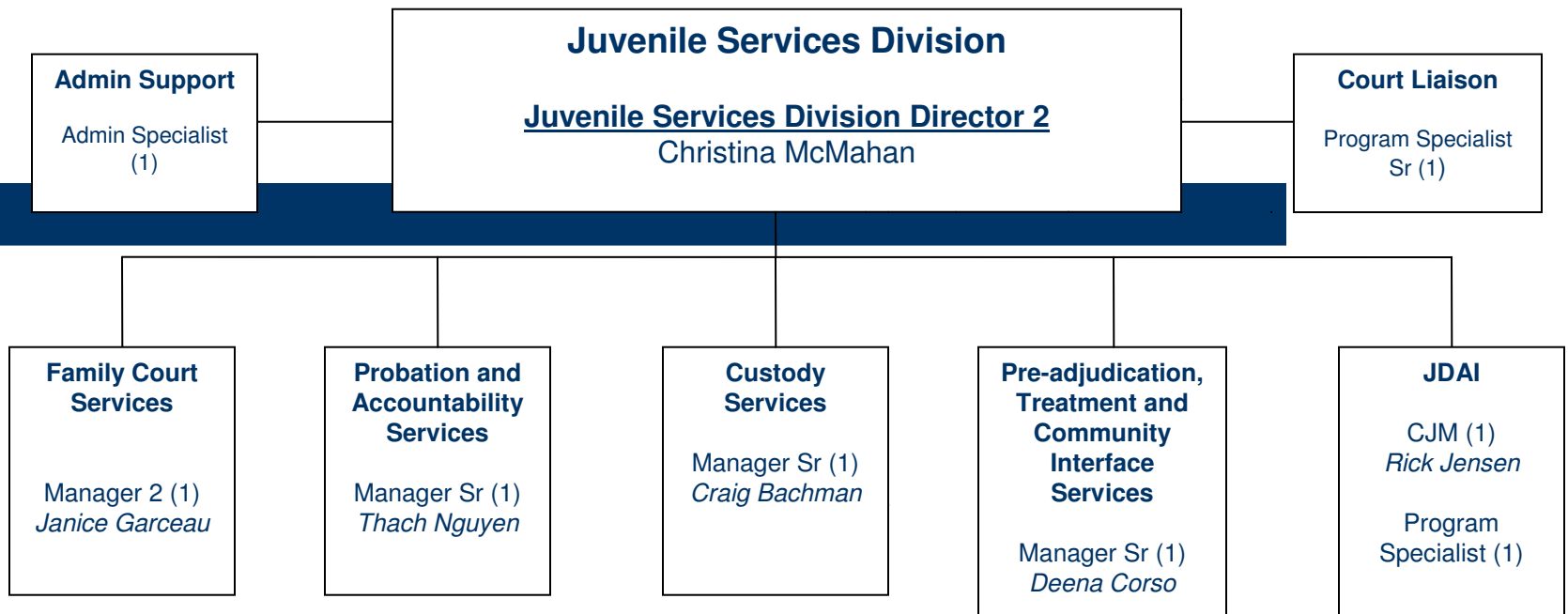
**Portland
Police
Bureau***
JCC
(1)

**Treatment
Expediter**
JCC (1)

**Wrap-
around**
CM2
(1)

Total Staff = 44
Direct Reports = 9
Number of Exempt = 3

** Implementation of these positions will occur as soon as possible, but after 8/6/12.*



Total Staff = 173* (plus on-call)
Direct Reports = 7
Number of Exempt = 5

**The two (2) bridge-funded JCC positions are not reflected in this count.*

Next Steps

- Coordinate and consult with HR, Labor Relations and Local 88 on issues related to reorganization
- Work with HR to write position descriptions and get classification determinations from Class Comp
- Engage in implementation planning with staff and managers from all impacted work units, as well as other DCJ work teams (e.g. BAT, Quality Systems Improvement, and Research, HR, etc)
- Analyze and reconfigure staffing patterns in CD/EM to accommodate skill group delivery
- Reconfigure staffing patterns to reduce CS/PB work crews to 4 days/week

Next Steps

- Analyze and reconfigure workflow in IAIA; work with DA's Office to revise Case Processing Agreement
- Collaborate with community stakeholders on implementation issues
- Finalize selection of evidence-based skill building curricula
- Analyze and reconfigure use of support staff to reflect the reallocation of the Prelim Processor position