



Service Connection Technology Budget Note (Jones-Dixon): Implementation Plan

To: Board of County Commissioners

From: Denise Peña, Director, Department of Community Justice

Date: October 30, 2025

Overview

The Department of Community Justice (DCJ) is committed to supporting justice involved youth in achieving successful outcomes in line with its vision - community safety through positive change. In FY 2025, DCJ's Juvenile Services Division (JSD) supported over 1,300 justice involved youth in detention, probation, pre-adjudication and diversion programs. Through JSD's work with youth, they contribute to a community where every youth thrives through strong connections and effective support, leading them away from the criminal justice system towards successful futures. To improve successful outcomes for justice involved youth, there is a need for an **improved case management system for juvenile services tracking** - especially as it relates to treatment referrals and wraparound services.

JSD utilizes the [Juvenile Justice Information System \(JJIS\)](#) - a statewide shared information system for Oregon juvenile justice. JJIS is administered through a collaborative state-county partnership between Oregon Youth Authority and Oregon's county juvenile departments and contains comprehensive information about youth involved with Oregon's state and county juvenile justice agencies. Case management tools remain limited within the current JJIS infrastructure.

In addition to JJIS, JSD utilizes the Juvenile Service Tracking (JuST) system that is focused on referral tracking. This system lacks capacity to track core elements of the work done by Juvenile Justice Counselors (JCCs) including but not limited to treatment referrals to outside providers that extend beyond drug/alcohol and mental health treatment, provision of incentives and sanctions, and more extensive forms of communication between JCCs, youth, and families (e.g., text messages and emails directly from the system).

Over the years Multnomah County has relied on JJIS and JuST for tracking most juvenile department data - especially as it relates to youth on probation. However, despite modernizations of both JJIS and JuST over the decades, the features remain limited and do not meet the needs of the department, or our clients and community partners.

Additional solutions have been to rely on tracking data via Google Sheets and partnering with providers to enter data directly via external sharing. This approach does provide a faster method for extracting data from providers compared to other solutions. However, this process has been fraught with other issues including increased risk of data entry errors and increased work to package the data in a manner that can be used for analytical purposes.

In response to the FY2026 Service Technology Connection Budget Note, DCJ convened an internal working group to review challenges and limitations of the current systems, and identify priority needs for a future potential case management system. **These priority needs can now serve as a baseline for the Department of County Assets (DCA)** to embark on technical scoping to identify potential solutions in the next phase.

High Level Scope of Work

DCJ staff have conducted a comprehensive baseline priority needs and obstacle assessment. This work is included in the appendix below. Using this information, DCA IT staff will work with the DCJ Deputy Director, the Juvenile Services Division Director, and staff, to better understand the core business problems and challenges. Concurrently, IT staff will perform a high-level gap analysis of current DCJ systems against the desired future state. This analysis will identify alternative technology solutions and pathways, including the proposed case management solution. This analysis will likely explore short, medium, and long-term options, along with their various cost implications and will include:

- A review of existing business problems and desired outcomes;
- Identification of gaps and opportunities;
- Interviews with key stakeholders;
- Development of potential solutions with pros, cons and cost implications of each choice;
- Next steps and timeline for the various solutions;
- Development of the appropriate Strategic plans, Capital Project submissions (following CAP-1) and budgets to support DCJs desired outcomes.

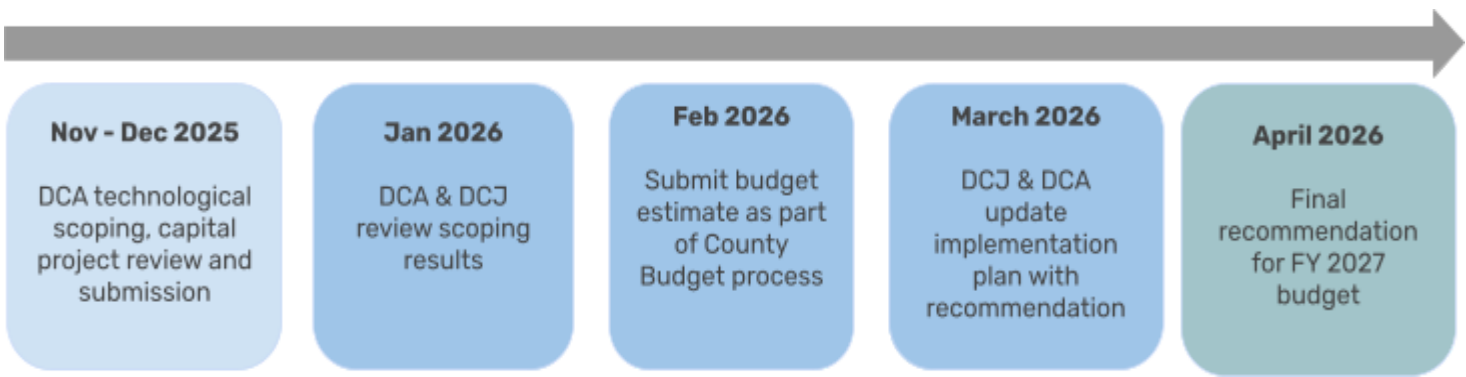
High Level Next Steps and Timeline

With the initial scope of a case management system prepared, the further technological system solution scoping is ready to move forward. This implementation plan will be utilized by the Department of County Assets (DCA) to conduct this scoping, ensuring all County standards and regulations and requirements are adhered to, while meeting the needs identified by DCJ.

DCA will now assign project staff to review the background materials and finish the high level requirements gathering and scoping. That work will include submitting this proposal as a proposed capital project for the FY 2027 capital planning process.

The timeline below identifies next steps, including scoping and feedback incorporation, ultimately preparing a final recommendation in advance of the FY2027 budget adoption in June 2026. Next steps in the scoping and project review will determine the resource needs and implementation timeline, which may indicate a multi-year capital project. DCJ and DCA welcome feedback from the Board of County Commissioners regarding this timeline and requirements for next steps.

In the year ahead, DCA and DCJ will simultaneously look at current application utilization and opportunities for adjustment within in-house design and build capacity in FY2026 and FY2027.



Key Stakeholders

The scoping and potential implementation of a new case management system will require the collaboration of key stakeholders to align on priorities and system functionality to ensure success. These include County agencies and external partners. These include:

- **District 4 Commissioner Vince Jones-Dixon and staff:** DCJ will provide regular updates and seek feedback from the District 4 team as potential system options are explored, and throughout the budget development process.
- **Department of County Assets (IT):** Responsible for further technological scoping of potential technological solutions.
- **DCJ Leadership:** DCJ’s Deputy Director will lead coordination with DCA on next steps and DCJ’s JSD Division Director will lead feedback on scoping results and recommendations, particularly integrating perspectives of JCCs and community providers.
- **DCJ Business Application Technology:** Responsible for DCJ specific integrations related to CJIS compliance, workflow integration and skill onboarding.
- **DCJ Research and Planning:** Support inputs regarding data collection, aggregation, exports, reporting and dashboard views.

- **Community Providers:** Input from key community providers that would be utilizing the potential system will be solicited once scoping results are more defined.
- **Annie E. Casey Foundation:** DCJ's JSD participates in the Annie E. Casey Transforming Probation initiative as well as the Juvenile Detention Alternative Initiative. Through this collaboration the Casey Foundation provides ad-hoc technical assistance in areas of expertise, that includes utilization of artificial intelligence tools in juvenile case management systems.

Appendix

DCJ Needs and Obstacle Assessment

DCJ recommends taking a comprehensive approach to a case management system, rather than a more limited, ad-hoc approach with select system upgrades. This is essential to support the long-term needs of the County, and the Juvenile Services Division to deliver improved service delivery, system coordination and data management, especially needed for effective resource management in times of constraint, and increased need. This more significant investment upfront will support long-term impact.

DCJ identified a set of key features and functions for a potential case management service included below. Currently, the technological tools available to JSD JCCs are extremely limited, while the priorities identified below are standard offerings in most case management software. Features have been categorized as "need", indicating the priority baseline features or "want", indicating a feature that would be beneficial but not necessary to meet the immediate needs to support juvenile success.

As DCJ and DCA review potential technological solutions, aligning JJIS functionality and information sharing limitations must remain central to avoid replication and support streamlined workflow for JCCs. The proposed system must also be Criminal Justice Information System (CJIS) and HIPAA compliant to protect sensitive information.

Key Features and Functionalities			
Key functionality	Notes	Need	Want
Case Planning and Management			
Individualized Case Plans	Based on the initial Juvenile Crime Prevention (JCP) risk assessment, JCCs develop customized case plans	☒	☐

	in line with the Intentional Case Planning methodology. The JCP risk score is completed in JJIS, and indicates elements of a successful case plan A case management system would enable tailored case plans outlining supervision and treatment plans as well as specific goals, interventions, and timelines for the juvenile to follow.		
Goal Tracking and Progress Monitoring	The case plan model would allow JCCs to track youth's progress toward their goals, documenting their participation in programs, completion of community service, and adherence to probation conditions. The system should present progress in a way that supports potential changes to JCC/youth pairings to quickly acquaint a new JCC with a case's status and next steps.	☒	☐
Automated Reminders and Notifications	To support compliance and keep youth on track, the system would include a function for automated reminders for appointments, court dates, and other important events, sent to the youth, their family, and relevant staff.	☐	☒
Program and Service Management			
Provider and Agency Database	The system would house a centralized location for qualified and vetted providers (input by DCJ staff) and centralize the availability and initiation of referrals.	☒	☐
Referral and Placement Tracking	JCCs refer youth to various programs and services, such as counseling, educational support, vocational training, and restorative justice programs. The system would track their enrollment and participation to improve youth and provider accountability. Key features of referral tracking would include:	☒	☐

	• Track referral status, last contact and expired referrals • Integration with probation end date • Utilization rates of referrals		
Program Tracking for Informal Supervision	JSD currently tracks informal interventions including informal supervision and the Community Healing Initiative (CHI) Early intervention program through external or ad hoc tracking. The system would enable the ability to build a client profile for youth that remain in informal programming, and are not currently tracked within JJIS.	☒	☐
Group and Class Scheduling	The system would include a function for scheduling group sessions, managing attendance, and tracking curriculum progress. JSD offers several internal programs for youth in detention and on probation or diversion, including: • H.E.A.T. – Habilitation Empowerment Accountability Therapy • Restorative Practices ○ Restorative Justice groups ○ Hands of Wonder ○ Culinary Arts Program	☐	☒
Supervision and Monitoring			
Drug Testing and Offense Specific Evaluations and Results Tracking	The system would include a function to track scheduled drug tests and other offense specific evaluations and their results for youth.	☒	☐
GPS and Electronic Monitoring	Currently, GPS and electronic monitoring is managed through the “Community Monitoring Program” application, developed by Multnomah County IT. This function would ideally be integrated with the youth’s case management profile within the new system.	☒	☐

Reporting and Analytics			
Standard and Ad-Hoc Reporting	The ability to generate a wide range of reports is a critical feature. This includes reports on caseload statistics, program outcomes, and compliance. Access to reporting and export of raw data is required.	☒	☐
Dashboards and Data Visualization	User-friendly dashboards would provide a quick visual overview of key metrics, guiding JCC's approach, and allowing supervisors and administrators to monitor trends and make data-driven decisions.	☒	☐
Compliance and Audit Trails	The software maintains a detailed audit trail of all actions taken within the system, ensuring accountability and facilitating compliance with legal and agency standards	☒	☐
Communication and Collaboration			
Secure Messaging and Information Sharing	A secure internal messaging system allows for confidential communication between case managers, supervisors, and other stakeholders. It also provides a secure portal for sharing documents and reports.	☐	☒
Family and Guardian Portals	Some platforms offer portals where parents or guardians can log in to view their child's progress in treatment, upcoming appointments, and communicate with the case manager. This functionality would support youth success and aligned with JSD's approach with Family Engaged Case Planning This system would ideally be accessible online, with a fixed kiosk with tablets at the Juvenile Justice Complex Lobby for families to access following appointments with JCCs, enabling them to search for additional community support resources.	☐	☒

Multi-Agency Collaboration Tool	Mechanisms to communicate across agencies, particularly with Oregon Youth Authority and Department of Human Services.	☐	☒
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Overview of key obstacles

Integration of new technological systems, while aimed at improving efficiencies and outcomes, also face significant obstacles for implementation. Obstacles are identified here to elaborate on some of the complexities a new system roll out would face, and the ongoing resource support needed to ensure success. These include:

- **Integration with existing systems.** As identified above, several systems currently exist, either required by the State of Oregon, such as JJIS, or historical systems that have been introduced in an ad hoc approach. A system rollout would ideally integrate with JJIS, while also scanning the information tracked in other systems to identify opportunities to phase out prior systems and introduce system coordination and efficiencies. Already identified systems include JuST, CHI-EI tracking, Community Monitoring Program, Accountability Programs, among others.

Simultaneously, a [JJIS modernization project](#) was approved during the 2025 Legislative Session by the Oregon State Legislature and will occur over the next several years. System upgrades should be tracked and synced with JJIS updates to reduce duplication of efforts.

- **Coordination with referral agencies, including contracted providers and non-contracted providers.** Consistency of data entry, and adherence to reporting standards is essential to meet the goals of a case management system. In some cases, DCJ contracts with referral providers that are included as resources in a youth's case plan. In such cases, DCJ can amend contract terms to include system tracking and reporting requirements, but would require training and enforcement.

In other cases, non-contracted providers are referred for youth as part of a case plan, particularly focused on pro-social activities. There is no mechanism to require data entry and tracking for these providers, and therefore, guaranteed data collection would be limited.

- **Updates and maintenance of database and system components.** Adoption of a new application and database requires constant staff management to ensure accuracy of resources and uniform data entry. Maintaining DCJ and DCA/IT FTE positions to support this would be essential for system success. During previous rounds of budget reductions,

FTE reductions affected the position that was tasked for updating the JuST system, for instance, contributing to more limited relevance of this system as the system became increasingly outdated.

- **System training for staff and partners.** In line with the previous obstacle, staffing to support regular and standardized training will be necessary for both JSD staff and partners that will be asked to engage with the system.