

STRATEGIC PLAN 2017-2020



2017

Department of Community Justice

INTRODUCTION FROM THE DIRECTOR

Dear Reader,

I am pleased to share the Department of Community Justice's (DCJ) Strategic Plan for the next three to five years. The new plan represents our efforts to continue the work set out in our previous plan based on our vision of Community Safety through Positive Change.

In 2011, staff developed DCJ's vision, mission, values, and goals to guide the work of our department. This plan was an important foundation for our agency and allowed us to focus the work of DCJ on the strategic goals and activities most important to us and central to our agency mission.

Accomplishments that were driven by the 2011 strategic plan include:

- The creation of a Crime Victims' Services Unit
- The development of the online supervision fee payment system
- Implementation of Effective Practices in Community Supervision (EPICS) and Functional Family Probation (FFP) to deepen and standardize our use of evidence-based practices
- Development of a diversion program for youth in Multnomah County in an effort to reduce racial and ethnic disparities.

While the above accomplishments represent important steps that have helped us improve and evolve our practices, as a learning organization we must continue to explore and challenge ourselves in finding ways to carry out our role in the criminal justice system and to contribute to community safety. This updated plan is critical in keeping DCJ moving forward. Some of the work outlined in the last plan will continue forward while other goals and strategies reflect new areas for continued improvement. Similar to the development of the last plan, over 150 staff members participated in the development of this strategic plan. Input from each division and from a range of classification levels were vital to defining our next steps and priorities. This work also resulted in adding one more high level strategic goal: Invest in Employees. We recognized the need to create a clear focus on our employees' well-being and ensure they have the range of opportunities they need to grow and develop professionally.

This strategic plan will continue to guide our investments of staff and resources and guide us in determining where we should focus our time and energy. The plan is integral to the development of our yearly budget, provides criteria as we decide for which grants to apply, the projects we focus on, and how we collaborate with our public safety and community partners.

While this plan outlines some specific goals, activities and steps, the high-level goals in our strategic plan are infused throughout the many departmental initiatives and programs that exist today. DCJ commits to continue the work we have begun--consistent with agency mission, vision, and goals--in these major initiatives:

- Reducing racial and ethnic disparities
- Multnomah County Justice Reinvestment Program (MCJRP)
- Furthering evidence-based practices, including sanctioning practices, EPICS, and FFP
- The Adult Reset - rightsizing caseloads to ensure we can deliver wraparound services to our highest risk clients
- Improving our supervision of 15-25 year olds
- Trauma informed care
- Employee wellness and peer trauma support

This new plan is our blueprint for the next three to five years. Together, we will be actively engaged in implementing the specific activities and steps and we will be tracking our progress and reporting out along the way how we are doing. I look forward to being a part, along with all DCJ employees, of moving forward with this plan for our future.

Sincerely,



Scott Taylor

DCJ Director

Strategic Plan 2017-2020

OVERVIEW

The Department of Community Justice (DCJ) serves a vital role in the local criminal justice system. We work with justice involved youth and adults, their families, and the community we live in to create long-term change which prevents the recurrence of crime. To be justice involved means that an individual is engaged with the criminal justice system, either through referral or formal charge. We provide supervision, services, and treatment resources to youth, adults, and families to address the underlying issues and problems that drive crime. Our efforts are guided by evidence-based strategies to reduce future criminal behavior, assuring that we get results while being good stewards of public resources invested in community justice.

DCJ developed a strategic plan in 2011 that clarified the department's mission, vision, and values. The plan defined a set of strategic goals and measures of success that guided agency priorities and practices over the past five years. To build on the work from the first strategic plan, to further our commitment to

effective community justice practices, and to continuously improve our contributions to community safety, we have updated our strategic plan for the Department of Community Justice. Employees from all over the department came together in advisory groups in 2015 and 2016. Management, administrative, and line staff provided input on what works well in the department and where we should focus our efforts to innovate, improve, and move our business practices forward. This plan outlines our commitment to build an even stronger, more responsive and effective department while re-affirming our vision, mission and guiding values. We articulate a set of strategic goals that we can achieve over the next three years. Like the first strategic plan, 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.

Over 150 employees from across the department came together in advisory groups to provide input on what works well and where we should focus our efforts.

This document is laid out in sections based on our strategic goal areas. A brief overview of each goal area, a progress report from the previous plan, and a summary of our next steps can be found in each section. Sections end with a table detailing our current objectives for each goal, and the actions we intend to take to meet these objectives.

Implementation of this new plan will begin with project teams identified by the Strategic Plan Steering Committee and senior leadership. Progress on implementation will be tracked, with regular check-ins at senior leadership meetings. An annual report card will be developed and the plan will directly inform the department's budget process. Implementation teams will be provided with the materials and detailed recommendations from staff advisory groups to help guide their work and to provide understanding about the intent of the actions outlined in this plan.

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

DCJ is committed to our six high level goals. For the next 3 years, we have identified a set of objectives which will further our progress on reaching these goals. Additional actions will be further identified and refined as we proceed:

Accountability – We will hold justice involved youth and adults accountable for their actions:

- Improve sanctioning practices to increase fairness and have the desired impact.
- Prioritize financial accountability for adults and youth.

Behavior Change – We will work with justice involved youth and adults to reduce delinquent and criminal behavior:

- Engage pro-social family and community supports during supervision.
- Prepare clients for long-term success as stable, law-abiding citizens.
- Employ evidence-based strategies and practices for supervision and services.

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

- Enhance DCJ's crime victim sensitive approach to supervision.
- Provide culturally appropriate services to enhance our accessibility for crime victims and community members.
- Collaborate with criminal justice agencies, professionals and schools on meeting crime victim needs.
- Support community efforts in providing services to crime victims and their families.

Invest in Employees – We will provide tools and resources that promote the resiliency, safety, and wellness of our employees and their families.

- Take action to support employee health and wellness in order to ensure effective employees and workplaces.
- Continue our commitment to training and professional development.
- Foster and promote growth and leadership opportunities for DCJ staff.

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

- Join efforts with community and partners to maximize impact.
- Evaluate and improve the use of automated business practices.
- Institute continuous quality improvement (CQI).
- Prepare staff to work efficiently and effectively.

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:

- Promote principles of procedural fairness.
- Coordinate case work with partners for shared clients.
- Build partnership between the community and community corrections.
- Ensure DCJ staff are able to meet the diverse needs of DCJ clients.

Accountability

WE WILL HOLD JUSTICE INVOLVED YOUTH AND ADULTS ACCOUNTABLE FOR THEIR ACTIONS

Accountability means to answer to, explain something, or to give an account. An individual engaged with DCJ 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 (PPO) and juvenile court counselors (JCC) enforce accountability with a combination of interventions, rewards, and sanctions. Our goal is to further enhance how accountability is achieved through contacts with individuals, surveillance, analysis of violations, recommendations for sanctions, referral to treatment, provision of encouragement and motivation, and the ongoing monitoring and reinforcement of an individual's progress.

Progress

DCJ has aligned supervision intensity and access to services with individuals' risk to reoffend by utilizing risk and need assessments. With both justice involved youth and adults, these assessments determine an individual's criminal risk factors for committing crime and reoffending. Those who are assessed as having a higher risk to reoffend are monitored more closely and are referred to treatment to reduce their individual criminal risk factors. Sanctions, interventions, and incentives have been developed to more appropriately meet the needs of youth and adults at all risk levels.

We continue to examine and hone our sanctioning practices department-wide.

The Furthering Effective Sanctioning Practices (FESP) initiative within the Adult Services Division has been developed using research and best practices as guidance. We continue to examine and hone our sanctioning practices department-wide. Custodial containment and incapacitation (jail sanctions or juvenile detention) have been continuously tracked and modified since the development of our last strategic plan. The department is moving in a direction where

containment and incapacitation are used only when necessary, and for the least amount of effective days possible. This commitment increases trust in the system and fosters effective resource management, while increasing accountability. The department has also developed many non-custody sanctions for both youth and adults. Use of sanctions, and the effectiveness of efforts to make alternative sanctioning easier to use, is consistently tracked and reported out to staff.

The accountability goals from the previous strategic plan have been largely achieved. DCJ regularly distributes performance information related to use of sanctions and fee collection to staff. Unfortunately, access to information on restitution payment has been difficult from a technology standpoint.

Case plans for all high-risk offenders are completed within 30 days of intake. There are inter-rater reliability and refresher trainings on both adult and juvenile assessments used to determine supervision intensity and access to services.

Next Steps

DCJ is committed to furthering how accountability is achieved through careful analysis of violations and sanction responses. Whenever possible, the choice of a sanction should address criminal risk factors and risk to re-offend. Responses to violations should not be imposed in a way that aggravates racial and ethnic disparities in the criminal justice system.

A sanction should address criminal risk factors and the individual's risk to reoffend.

Accountability also relates to restoration for crime victims of adults and youth on supervision. One way of contributing to restoration is the payment of court-ordered restitution, which will be prioritized in this strategic plan.

Progress in the accountability goal area over the next three years will look like:

- Improved sanctioning practices to increase consistency and maximize impact.
- Prepare clients for long-term success as stable, law-abiding citizens.

Accountability

Objective	Action
Improve sanctioning practices to increase fairness and have the desired impact	Examine sanctioning practices through expanded reporting and analysis, including disproportionate minority impact
	Align sanction responses with violations in an evidence-based way to address criminal risk factors
	Continued commitment to evaluating various outcomes of sanctions within Adult Services Division and Juvenile Services Division
Prioritize financial accountability for adults and youth	Prioritize restitution collection efforts
	Continued commitment to reviewing policy, practice, and progress on restitution

Behavior Change

WE WILL WORK WITH JUSTICE INVOLVED YOUTH AND ADULTS TO REDUCE DELINQUENT AND CRIMINAL BEHAVIOR

Our department vision affirms our belief that community supervision is fundamentally about change. Probation-parole officers (PPO) and juvenile court counselors (JCC) have the ability and responsibility to act as positive influences for change in the lives of the individuals they supervise.

In this goal area, we commit to continue working with adults and youth to reduce delinquent and criminal behavior. To improve our effectiveness and enhance safety, DCJ has adopted supervision practices that are supported by existing research evidence and best practices. Contact between PPOs or JCCs and the individuals they supervise serves the vital functions of identifying problem behaviors, working with the justice involved person to reduce denial and accept responsibility, identifying a plan of action, and holding the person accountable for sustaining change.

Progress

DCJ has spent the last five years implementing evidence-based case management models that combine professional skills of employees with the strengths and supports of the client in order to make progress toward positive change. PPOs use Effective Practices in Community Supervision (EPICS) while JCCs use Functional Family Probation (FFP). Both of these models are research based. Staff received comprehensive training in the methods, and continue to engage in ongoing coaching to build expertise over time.

Most DCJ staff have a working knowledge of evidence-based practices and have demonstrated relationship-based interactions with justice involved individuals. Staff members are routinely applying behavioral change techniques, and the consistency in the quality of the contacts across the department has improved. Ongoing training and coaching support the continued use of these case management and behavior change models.

Supervision strategies are more closely aligned with an individual's needs, their risk to reoffend, and the department's responsibility to unique differences.

As a result of changes to the admission processes in both adult and juvenile divisions of DCJ, supervision strategies are more closely aligned with an individual's risk to re-offend, their needs and criminal risk factors, as well as our department's responsibility to individual differences. Risk and needs assessments and case plans are completed as soon as supervision begins in order to most effectively address criminal risk factors and service needs.

Referrals to services are made up front during the intake process. Agency resources are targeted more consistently than in the past, with an emphasis on individuals who are most likely to re-offend.

Cognitive interventions are more accessible for adult clients as they are now offered in field offices across the department. Additionally, we restructured and combined the Day Reporting and Londer Learning centers to be more engaged in cognitive behavioral interventions and skill development.

DCJ is working more with families, especially for justice involved youth. Functional Family Probation (FFP) includes in-home work with the entire family. The Community Healing Initiative (CHI) is a culturally appropriate family and community based way of working with youth involved in the justice system. Community work continues to be an important part of effecting change in gang-involved youth and adults.

Since 2014, DCJ has been a partner with other local criminal justice agencies in the Multnomah County Justice Reinvestment Program (MCJRP), a prison diversion program. Our role is to promote positive behavior change for adult offenders on community supervision in place of a prison sentence. The MCJRP approach includes a comprehensive assessment of criminal risk factors, the need for services, and individual strengths that is completed prior to sentencing. Utilizing the comprehensive assessment allows us to create a supervision plan that immediately addresses the most urgent needs and risk factors. Front-loading supervision, services, and programming is an evidence-based practice for community supervision, and has a positive impact on future criminal behavior and recidivism. This approach reflects our vision for how we will do business in the future for all adults on supervision.

Next Steps

Community safety through positive behavior change remains a core focus and function of the Department of Community Justice. For over two decades, DCJ has been evolving through continuous implementation of evidence-based policies and practices to be as effective as possible in changing behavior and achieving successful outcomes for justice involved youth and adults.

In the next three years, we will expand on our work to create behavior change for those we supervise. DCJ will engage in organizational shifts that take us beyond case management strategies to reducing racial and ethnic disparities in the criminal justice system, improving cultural responsiveness in supervision and services, increasing engagement with the community, and becoming even more effective in service delivery.

DCJ will engage in organizational shifts that reduce racial and ethnic disparity, improve cultural responsiveness, and increase engagement with the community.

Additionally, the department is committed at all levels to bridging the gap between the Juvenile and Adult Services divisions. Creating shared language, increasing inter-division communication, and aligning practices will result in shared learning between divisions as well as the application of effective correctional practices across the department.

Progress in the Behavior Change goal area over the next three years will look like:

- DCJ staff will engage pro-social family and community supports during supervision. The National Institute of Corrections has identified the engagement of natural supports in the community as a best practice for supervision. Engaging pro-social supports makes behavior change more likely and more sustainable.
- Clients leaving supervision should be prepared for long-term success. Plans for life beyond successfully completing supervision should be a part of supervision.
- Evidence-based practices must be incorporated into all aspects of our business so that we are as effective in carrying out our mission as possible.

Behavior Change

Objective

Action

Engage pro-social family and community supports during supervision

Connect justice involved youth and adults with resources already existing in the community

Increase options and referrals to services that match the needs and demographics of the youth and adults we supervise

Create or partner with multi-service sites to increase the accessibility of needed services

Coordinate and enhance existing successful models for engaging natural supports

Prepare clients for long-term success as stable, law-abiding citizens

Coordinate case management with community resources and services to support long-term success

Integrate transition planning into supervision.

Link risk reduction efforts when applying sanctions

Increase the involvement of peer mentors as partners in supervision and support after supervision

Strengthen effective collaboration with partners by sharing training and by creating and reporting shared performance measures

Employ evidence-based strategies and practices for supervision and services

Align budget resources to sustain department-wide implementation, training, and competency in evidence-based practices

Increase access to information about evidence-based practices for staff, partners, clients, families, and the community

Increase the use of programmatic data to monitor fidelity and to determine what interventions are working and what changes need to be made

Support innovation, developing best practices, and contributing to available research, planning, and evaluation resources

Commitment to Crime Victims and Community

WE WILL RESPECT AND ADDRESS CRIME VICTIMS' RIGHTS AND NEEDS, AND RESTORE THE COMMUNITY

Community justice requires just that - the community. A focus on community partnerships is critical to meeting the needs of crime victims and citizens, holding justice involved individuals accountable, and to supporting prevention efforts for a safer community. DCJ remains steadfast in the commitment to respect and address crime victims' rights and needs, and to help restore the community.

Progress

DCJ has made significant progress in affirming its commitment to crime victims and community. Most significantly, DCJ now has an in-house Crime Victims' Services Unit (CVSU). As a result, crime victims are routinely contacted, informed of their rights, and provided with resources. The DCJ website has many resources for crime victims, including a manual developed by the CVSU. Resources are available in four different languages with plans for more in the future. Several of the staff in the unit are bilingual, increasing DCJ's ability to respond in a culturally appropriate way to the needs of crime victims. Training has been provided to DCJ staff throughout the agency on the rights of crime victims and how to work with crime victims. The unit remains active in the collaborative initiative to reduce the sexual exploitation of children. We have increased participation and collaboration in regional and statewide victims' service and advisory groups, and established our own Crime Victims' Advisory Board which includes DCJ and many external stakeholders.

DCJ has made significant progress, including the creation of the Crime Victims' Services Unit.

Next Steps

The creation of the Crime Victims' Services Unit (CVSU) moved DCJ forward in its ability to provide community supervision which is more sensitive to crime victims' rights and needs. The strategic goal of commitment to crime victims and the community will continue to evolve, with specific focus being paid to key areas including restitution collection and restorative justice.

Key areas of focus will be restitution collection and restorative justice.

Progress in the commitment to victims and community goal area over the next three years will look like:

- An enhanced approach to supervision that is sensitive to victims of crime.
- Increased access to culturally appropriate resources and services for victims of crime.
- Continued collaboration with criminal justice and other system partners to provide holistic crime victim service delivery.
- Increased support of community efforts in providing resources and services to crime victims and their families.

Commitment to Victims and Community

Objective	Action
<p>Enhance DCJ's crime victim sensitive approach to supervision</p>	<ul style="list-style-type: none"> Explore crime victims' experiences in the criminal justice system and incorporate feedback into policies and practice Infuse crime victim's rights into agency processes and practices Continue training in crime victims' rights and services for staff Increase successful completion of court orders for restitution and community service among those we supervise
<p>Provide culturally appropriate services to enhance our accessibility for crime victims and community members</p>	<ul style="list-style-type: none"> Update resources, forms, and the website to increase accessibility to materials that are helpful and culturally appropriate Enhance community engagement efforts to include crime victims' services Research evidence-based and culturally competent practices in crime victims' services Build even greater capacity for bicultural crime victim service provision
<p>Collaborate with criminal justice agencies, professionals, and schools on meeting crime victim needs</p>	<ul style="list-style-type: none"> Develop strategies to address specific crime victims' needs in partnership with other agencies and entities committed to serving crime victims
<p>Support community efforts in providing services to crime victims and their families</p>	<ul style="list-style-type: none"> Participate in local, regional and statewide groups who seek to improve the lives of crime victims and their families

Invest in Employees

WE WILL PROVIDE TOOLS AND RESOURCES THAT PROMOTE THE RESILIENCY, SAFETY, AND WELLNESS OF OUR EMPLOYEES AND THEIR FAMILIES

Investing in employees is a key component of DCJ's operations and decision-making processes. Education, training, and growth opportunities are continuously offered for personal and professional growth. In order to affirm and focus our commitment to our employees, a new strategic goal area of investing in employees has been added to our strategic plan.

DCJ staff are committed to the mission, vision, and values of this organization. This is apparent through their hard work, dedication, and continued involvement in department initiatives. Over 150 staff members participated in the creation of DCJ's strategic plan in 2010-2011 and again in 2015-2016. Focus groups made up of employees across all units and job classifications, including represented and exempt staff, brought a diverse array of perspectives to the visioning process.

A new strategic goal area of investing in employees has been added to more clearly affirm our commitment to our employees.

Next Steps

The efforts outlined in this goal area were rolled into other goal areas in the previous strategic plan. Moving forward, the department will focus on investing in employees as a separate goal area with distinct measures of success.

Progress in the invest in employees goal area over the next three years will look like:

- Increased, measured action to support employee health and wellness.
- Continued commitment to training and professional development.
- Focused attention paid to fostering growth and leadership opportunities for DCJ staff.

Invest in Employees

Objective

Action

Take action to support employee health and wellness in order to ensure effective employees and workplaces

Implement Peer Trauma Support Team (PTST) model

Incorporate trauma-informed care model into operational decision points

Develop criteria for work space design that consider functionality, productivity, safety, security, budget, and employee and client experience.

Assess work environment and space, considering the impact to employees, clients, and workflow

Assess current wellness/fitness areas at each work location and make recommendations for improvements

Continue our commitment to training and professional development

Examine DCJ's professional development efforts in relation to the county's commitment to diversity and equity

Develop and implement training plans for specific classifications

Foster and promote growth and leadership opportunities for DCJ staff

Examine positions and classifications for clarity and appropriateness for meeting department needs

Develop opportunities for staff to gain leadership skills and experiences

Resource Management

WE WILL DIRECT OUR RESOURCES TO DELIVERING COST EFFECTIVE SERVICES

Resource management is the process of ensuring that our financial decisions are consistent with our operational goals and that public funds are invested for the greatest public good. In addition, our utilization of resources plays a significant part in how we accomplish the objectives outlined in the strategic plan. DCJ commits to direct financial and human resources toward cost-effective practices and services that are expected to give the greatest return in terms of public safety. Effective resource management enables DCJ to adapt to an ever-changing budget climate as well as industry innovations within the field of corrections. It requires comprehensive data collection and data integrity to inform decision-making.

Progress

Over the past five years, DCJ has improved our use of data and evidence to make better informed decisions about resource allocation. We have been able to maintain or increase resources in proven and effective practices.

The Research and Planning team has expanded, resulting in a number of accomplishments. They have created multiple data tracking and feedback systems for the department, including a Quick Case Review and an EPICS auditing procedure for the Adult Services Division, and an FFP fidelity tracking tool for the Juvenile

DCJ has improved capacity for data-informed decision-making about resource allocation.

Services Division. Additionally, a Quality Improvement Specialist position was developed to monitor and address the quality of services that justice involved youth and adults receive from community-based providers.

Project and grant management have become an integral part of how DCJ remains an agile organization. Aligning projects with the strategic plan, having dedicated project managers, and enhancing our ability to submit grant applications that are consistent with agency goals has significantly improved agency follow-through on strategic initiatives.

DCJ has incorporated evidence-based practices into job descriptions by revising job expectations and competencies. This in turn has improved recruiting and hiring processes to better ensure we have the right competencies for the right job classifications.

Each budget request developed by DCJ clearly shows how budgeted resources are aligned with risk, investing the majority of public resources on those individuals most likely to re-offend.

Next Steps

From financial to human resources, DCJ is committed to dedicating its limited resources to cost-effective, results-oriented services. This strategy prioritizes investments that are expected to give the highest return. Data collection and analysis inform decision-making, and continuous quality improvement assures that we are accomplishing our objectives while looking toward future improvements. In addition, looking for ways to collaborate on shared goals with system and community partners is a way to maximize our collective impact through sharing of resources.

Collaboration on shared goals with system and community partners will maximize our collective impact.

Progress in the resource management goal area over the next three years will look like:

- Increased collaboration with partners and the community to maximize the impact of our involvement with justice involved individuals.
- Evaluation and improvement of automated business practices.
- The implementation of continuous quality improvement department-wide.
- Continued efforts to prepare staff to work efficiently and effectively through technological and business innovation.

Resource Management

Objective	Action
<p>Join efforts with community and partners to maximize impact</p>	<p>Ensure effective provider service delivery by conducting quality assurance and program fidelity reviews</p> <p>Expand capacity for community-based alternatives to custody for justice involved adults and youth</p>
<p>Evaluate and improve the use of automated business practices</p>	<p>Identify and eliminate barriers to automated processes</p> <p>Develop a strategic plan for business automation</p> <p>Continue efforts to develop and use electronic filing and case management systems</p> <p>Advocate for use of cross-jurisdictional electronic systems</p> <p>Ensure the effective use of technology by strategic planning for implementation combined with initial and ongoing training in its use</p>
<p>Institute continuous quality improvement (CQI)</p>	<p>Prioritize areas to develop a CQI process for DCJ</p> <p>Incorporate equity considerations into CQI process</p> <p>Improve information sharing regarding performance measures on shared goals with system partners</p>
<p>Prepare staff to work efficiently and effectively</p>	<p>Streamline and modernize administrative functions to support service delivery</p> <p>Improve the staff on-boarding process for consistency, completeness, and to promote shared knowledge within the organization</p> <p>Evaluate and improve the recruitment and hiring process on an ongoing basis</p> <p>Continue efforts to balance workloads with job roles and expectations</p>

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

Criminal justice reform is at the forefront of political conversations at the national, state, and local levels. Justice reinvestment efforts have spurred research in the areas of equity, sanctioning practices, case management styles, workload, and sentencing. With a growing emphasis on community corrections, DCJ affirms and recommits to the goal of eliminating racial bias and other inequalities in the criminal justice system. Lack of trust by the citizens we serve severely impacts the criminal justice system's ability to serve and protect those citizens.

Procedural fairness is an evidence-based practice in the criminal justice field associated with higher rates of both satisfaction and compliance with decisions made by authority figures. Principles of procedural fairness include using evidence to support decision-making, a lack of bias, and genuine inquiry into matters of dispute. DCJ commits to promoting principles of procedural fairness in order to increase trust between our organization, justice involved individuals and their families, and the public.

Progress

DCJ has spent the past five years building and enhancing collaborative efforts with criminal justice system and community partners in an effort to address bias, prejudice, and ineffective service delivery.

The Multnomah County Justice Reinvestment Program (MCJRP) represents a substantial change in how the local criminal justice system works together. The approach was developed over several years by an unprecedented series of agreements and ongoing collaborations between multiple agencies with various roles in the criminal justice system including: the Presiding Judge and Chief Criminal Judge, the District Attorney, defense attorneys, law enforcement agencies, DCJ, crime victim's representatives, the Local Public Safety Coordinating Committee, the Citizens' Crime Commission, and local treatment providers. The role of DCJ's Adult Services Division in the MCJRP program is to provide pre-sentence assessments along with a continuum of community-based sanctions, services, and programs based on those assessments to provide intensive community

DCJ has spent the last five years collaborating externally and internally to address bias, prejudice, and ineffective service delivery.

supervision. This approach is designed to reduce recidivism and decrease the county's utilization of prison while protecting public safety and holding individuals accountable. We built our approach to supervising MCJRP participants based on a vision for how we will do business in the future for all adults on supervision.

Juvenile Services Division has spent the past several years building up the Community Healing Initiative (CHI) and the Community Healing Initiative - Early Intervention (CHI-EI). Both deliver culturally-appropriate wraparound services to justice involved youth and their families to support the successful adjustment of youth into their schools and communities. CHI-EI very clearly represents system change and contributes to a fairer and more just approach to youth offenders. The program was

initiated with the goal of diverting youth with low-level, first time offenses out of the juvenile justice system while providing a meaningful and helpful response, that is, referring these youth to needed services. One of the most important goals of the program was to help reduce racial and ethnic disparities in the region. This pilot began in February 2015, representing collaboration between DCJ, the Latino Network, Portland Opportunities Industrialization Center (POIC), and local law enforcement.

The department has also turned inward to review and revise policies and practices which could have unintended or discriminatory impacts. Policies are reviewed cyclically, and updated with input from DCJ's Diversity and Equity Steering Committee (DESC). The DESC also recommends and plans cultural competency training, access to resources for staff, and other initiatives.

We are becoming more disciplined in using the questions of the Diversity and Equity Lens. When we develop new programs and our annual budget, as we review hiring practices, and as we implement this strategic plan, we analyze who may be advantaged and/or disadvantaged by various decisions. In this way, we challenge ourselves to identify and eliminate unintended impacts and to become a more inclusive agency.

Next Steps

There is much progress to be made and DCJ reaffirms its commitment to serve as leaders in system change, to hold itself accountable for creating change within the department, and to continue to advocate for change in the larger public safety system.

Specific areas of focus are to work with communities of color to assess unintended impacts of current business practices, assess entry points into the criminal justice system and DCJ's system for unintended impacts, and analyze how sanctioning practices can impact the community and contribute to racial and ethnic overrepresentation in the system.

DCJ is committed to creating and advocating for change both internally and externally.

Progress in the system change goal area over the next three years will look like:

- In partnership with the judiciary who are leading the initiative on improving procedural fairness in the local criminal justice system, DCJ will assess the agency's role in promoting the principles of procedural fairness.
- Increased coordination of case work with system and community partners for shared clients: This type of system change improves the effectiveness of each partner agency by reducing duplication and allowing for shared impact. It supports better services and accountability for shared clients. Most of DCJ's successful programs involve some form of coordinated care.
- More robust partnerships built between the community and community corrections, bringing the "community" more intentionally into the work of community corrections.
- All DCJ staff are able to meet the diverse needs of DCJ clients, being personally prepared and through referral to appropriate services and interventions. The Diversity and Equity Lens is used regularly in policy development and service planning.

System Change

Objective	Action
<p>Promote principles of procedural fairness</p>	<ul style="list-style-type: none"> Develop and implement a plan for reducing racial and ethnic disparities at decision points Incorporate best practices of procedural fairness into all aspects of administrative, professional, and support services Create and implement a plan for tracking progress on improving procedural fairness Engage with community, partners, and justice involved individuals to improve knowledge of both the department’s role in public safety and how to engage with DCJ
<p>Coordinate case work with partners for shared clients</p>	<ul style="list-style-type: none"> Enhance and maintain conduits of interagency communication which support collaborative decision making with system partners Create tools to better inform partners about how justice involved individuals move through the criminal justice system
<p>Build partnerships between the community and community corrections</p>	<ul style="list-style-type: none"> Create diverse ways for community members to become engaged and involved in community corrections work Formalize the involvement of DCJ in public and community events Institute an agency report card to be shared with partners on our strategic plan, including major initiatives
<p>Ensure DCJ staff are able to meet the diverse needs of DCJ clients</p>	<ul style="list-style-type: none"> Strengthen connection between Adult Services Division and Juvenile Services Division to promote sharing of knowledge for better service to clients, especially young adults Explore and recommend culturally specific training to enhance staff’s ability to work with diverse populations Increase for culturally specific services with adults and youth system-wide Increase our recruitment of culturally specific service providers Institute trauma-informed care practices Use the Multnomah County Equity and Empowerment Lens when developing new policies and programs Develop business automation capabilities with consideration for the end user (employee or client)

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- Scott Taylor, DCJ Director
- Truls Neal, DCJ Deputy Director
- Ginger Martin, Former DCJ Deputy Director
- Deena Corso, Juvenile Services Division Director
- Erika Preuitt, Adult Services Division Director
- Kathryn Sofich, DCJ Policy and Communication Manager
- Christia Scardino, DCJ Administrative Analyst

DCJ's Senior Leadership Team:

Michelle Aguilar, Craig Bachman, Tracey Freeman, Rosa Garcia, Patrick Schreiner, Jay Scroggin, Laura Ritchie, Jacquie Weber (Deputy County Attorney)

DCJ's Director's Management Team:

Kevin Alano, Kimberly Bernard, Michael Callaghan, Denise Peña, Joyce Resare, Karen Rhein, Tahira Rivera, Cara Thompson, Charlene Willett

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- Kevin Alano/Shawntia Otero
- Stephanie Bolson
- Tawnie Gray
- Lisa Lewis
- Leticia Longoria-Navarro
- Denise Peña
- Todd Roberts
- Jay Scroggin

Strategic Plan Steering Committee Members:

Andrea Jusino, Angel Harp, Bryan Smith, Candace Johnson, Cara Thompson, Carolyn Bushey, Carrie Kirkpatrick, Cassandra Hernandez, Charlene Willett, Christopher Enquist, Cynthia Goyette, Daryn Peters, David Rodriguez, Esteban Mendez, Harry Watson, Jaime Urbina, James Stevens, Jay Burke, Jennifer Adamske, John McVay, Karla Upton, Keyunna Baker, Leslie Taylor, Leticia Longoria-Navarro, Liv Jensen,

Lonnie Nettles, Matthew Moulton, Melinda Maiterth, Michelle Aquilar, Phillip Racies, Ronee Hunter, Rosa Garcia, Tahira Rivera, Tami Cox, Tawnie Gray, Thane King, Todd Roberts

Strategic Plan Advisory Group Participants:

Staff listed here met consistently as part of at least one focus group to provide input during the strategic planning process. The eight groups focused on:

- Accountability
- Behavior Change
- Business Practices
- Community and Partners
- Crime Victims
- Employee Focus
- Evidence Based Practices
- Procedural Fairness

Andrea Jusino, Angel Harp, Arnoldo Jaramillo, Audrey deCoursey, Benita Legarza, Bryan Smith, Carl Green, Carrie Kirkpatrick, Cassandra Hernandez, Charlene Willett, Christine Jensen, Christopher Enquist, Courtney Shrifter, Cynthia Goyette, Dane Warnke, Daniel Rogers, Daryn Peters, David Norwood, David Rodriguez, Debra Mead, Deidra Gibson-Cairns, Delaina Knaap, Denise Peña, Erika Preuitt, Erin Means, Esteban Mendez, Estela Rodriguez, Mary Geelan, Jaime Urbina, James Stevens, Jan Bishop, Jay Scroggin, Jennifer Adamske, Jennifer Sanders, Jocelyn Kline-Johnson, John DiGrazia, John McVay, Joslyn Baker, Karen Clark, Karie Will, Karina Pierce, Karla Upton, Kathryn Sofich, Kelly Irish, Kevin Alano, Keyunna Baker, Kyle Schwab, Laura Ritchie, Leslie Taylor, Leticia Longoria-Navarro, Lisa Lewis, Liv Jenssen, Lonnie Nettles, Marcia Perez, Melisa Titan, Michael Callaghan, Michelle Aguilar, Mindie Everett, Omar Lara, Pamella Guzman, Patrick Schreiner, Phillip Racies, Rhea Dumont, Robert Herriott, Ronee Hunter, Sandra Rorick, Sarah Ohlsen, Scott Nielsen, Shawntia Otero, Sheryl Goodman, Shryvonne McGee, Stefan Jones, Stephanie Bolson, Steven Padilla, Stuart Walker, Sue Nemeth, Tahira Rivera, Tawnie Gray, Teresa Taplin, Thane King, Todd Roberts, Travis Gamble, Truls Neal, Wende Kirby

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- Sharon Meieran, Commissioner District 1
- Loretta Smith, Commissioner District 2
- Jessica Vega Pederson, Commissioner District 3
- Lori Stegmann, Commissioner District 4

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