



OUR VISION

OUR ACTION

OUR COMMUNITY

Multnomah County

Department of Community Justice

Strategic Plan FY23



Department of
Community Justice

Community Safety Through Positive Change

A LETTER FROM *Erika Prewitt & Denise Peña*



The Department of Community Justice (DCJ) works to create long-term change which prevents the recurrence of crime. We serve a vital role in the community. The people we serve are navigating a community in crisis; a community still reeling from the impacts of the COVID-19 pandemic and historic levels of violence, not to mention under reporting of domestic violence and child abuse. Many look to DCJ for safety, help, and support as they experience these impacts at profound levels.

Through it all, we've been able to adjust business practices, maintain our presence in the community, and continue growing and learning as an organization. It hasn't been easy. Grief and loss have shaped our experience in profound ways. This is in addition to the stress and vicarious trauma that our jobs can bring. DCJ is strong thanks to the work of dedicated employees who believe in our vision of *Community Safety through Positive Change*.

Now, it's time to re-establish our priorities and sharpen the focus of our energy and resources.

Strategic planning is a department priority because it anchors the work we do. It's vital that we examine the foundations of our work, and how they influence our impact in the community each day. It's time for us to work together to readjust to what the future demands of us. Eventually, that will mean coming together as one DCJ to engage in a robust strategic planning process as we've done in previous years. Today, it means re-thinking strategic planning to be more responsive to the individuals and communities we serve, and adjust to emerging evidence-based practices.

This includes changing how we do things at the administrative level. We've developed an annual, iterative process with continuous feedback loops that will more closely tie our strategic objectives with our budget. Over the next few years, Research and Planning (RAP) will review and modify performance metrics through the lens of accurately measuring our department's performance while carrying on the legacy of being an evidence-based learning organization and national leader in criminal justice reform.

DCJ's main purpose is to serve the highest risk, highest need individuals, while investing in programs and services that improve community safety by helping justice-involved youth and adults change their behavior.

We use evidence-based and promising practices to inform programmatic and budgetary decisions and continue to work closely with partners to invest in services needed by individuals engaged in supervision.



During FY 2023, we will carry forward our mission, vision, and values and focus our efforts on:

- Responding to the increase in community violence currently occurring in Multnomah County
- Continuing our reform efforts internally and system-wide
- Increasing our capacity to support our employees as they engage in this work

Fundamental to our work is our commitment to inclusively lead with race as we recognize the history of systemic inequities in our community.

DCJ employees across the department are engaged in a collaborative process to integrate the Workforce Equity Strategic Plan (WESP) into the day-to-day operations of DCJ. Special thanks to the Diversity and Equity Steering Committee (DESC), the DCJ WESP Advisory Committee, and DCJ's Equity and Inclusion Manager for their stewardship of this important work.

We are committed to leading with race, restorative practices, and systemic change. We've developed a plan to strengthen operations and ensure that employees and other stakeholders are working toward common goals. We are committed to creating an environment that is healthy and productive for our workforce.

The probation-parole and juvenile justice professions in Multnomah County stand on a long legacy of pushing boundaries, asking hard questions, and pivoting our focus when it's clear we could be doing better for our community. We are pleased to share action items for the next fiscal year to reflect that, and look forward to engaging in a robust strategic planning process with you in the near future.

This document is divided into sections that each include a brief overview of the strategic goal and actionable steps we will take this fiscal year. The intent is to align strategic planning with our annual budget process to better connect our financial choices with our strategic mission, vision, and values.

To read more about our commitment to leading with race, see our Department's [FY 2023 Budget Submission Transmittal Letter](#).

For detailed information about how DCJ allocates resources and funding, check out the [FY 2023 Budget](#).

[Celebrate accomplishments from the 2017-2020 Strategic Plan](#)

Erika Preuitt

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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

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

We reaffirm our commitment to procedural fairness and inclusively leading with race in decision-making and day-to-day operations. In the next year we will focus on expanding culturally responsive services and supports, and implementing stakeholder engagement and advocacy strategies to move the dial on critical reform efforts.

IN FY23, DCJ WILL:

- Expand culturally responsive services and supports.
- Implement a Youth Justice Advisory Council.
- Continue engagement and commitment to the following: Inclusively Leading with Race, Transforming Juvenile Probation, Transforming Justice, Pre-trial Reform, Treatment Readiness Day Center.
- Create a trauma-informed workgroup to determine how to transform DCJ into a trauma-informed agency to better address risk-need-responsivity of DCJ clients and victims/survivors including but not limited to black, indigenous, people of color, LGBTQ+, and immigrants.

RESOURCE MANAGEMENT

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

We will inclusively lead with race as we transform our business practices to be restorative and trauma-informed, while maintaining the core tenets of effective service delivery: serve the highest risk populations, help adults and youth change their behavior, and base decisions on evidence-based practices.

IN FY23, DCJ WILL:

- Engage in an iterative strategic planning process aligned with its annual budget process.
- Dedicate \$3.2 million to juvenile detention facilities updates and 5.0 FTE to Juvenile Custody Services Specialist floater positions.
- Dedicate 1.0 FTE to hiring a 4th Senior Manager in the Adult Services Division to balance workload and strengthen ASD's project management and change management capacity.
- Hire 2.0 FTE project managers in the Director's Office to implement DCJ's WESP items, and address facilities needs.

INVEST IN EMPLOYEES

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

We will inclusively lead with race as we increase staffing and training in critical areas, and implement restorative practices. We will also continue supporting the growth and development of internal programs like the Peer Support Network, field training programs, and leadership development.

IN FY23, DCJ WILL:

- Implement a mandatory, department-wide Implicit Bias training.
- Procure and install new fitness equipment at the ASD East Campus and JSD Complex.
- Engage in two Stay Interviews per month with randomly selected employees.
- Provide leadership training to DCJ employees: Fundamentals of Leadership; Transparency and Dialogue; Skills for the Workplace; Coaching and Team Development; and Outcome-Oriented, Accountability, and Integrity.
- As part of our WESP, a DESC sub-committee will identify and provide tools and resources for addressing equity and promoting dialogue in team meetings, including the use of community agreements.

COMMITMENT TO VICTIMS AND COMMUNITY

*We will respect and address
crime victims' rights and needs
and restore the community.*

DCJ exists to bring stability and safety to Multnomah County through evidence-based practices aimed at preventing the recurrence of crime. Crime victims and community members are vital to this process, and we remain committed to incorporating their voice and perspective into our practices. In the next year, we will center trauma-informed, restorative practices as we increase stakeholder engagement and employee training around crime victim rights.

IN FY23, DCJ WILL:

- Design and implement a comprehensive department-wide Victim/Survivor training plan.
- Begin conducting 1:1 interviews with victims/survivors.
- Design and conduct a Survivors Needs Assessment.
- Direct funding to 1 Records Technician and increased HEAT Training for Community Violence Prevention.
- Expand DCJ's contract with POIC to engage in the Gun Violence Prevention Incubator project.
- Update external website to reflect current operations and educate the community about DCJ's work.
- Engage in a Restitution Expansion Pilot within ASD to increase restitution collection.

BEHAVIOR CHANGE

We will work with justice involved youth and adults to reduce delinquent and criminal behavior.

We will enhance behavioral change models and core correctional practices by building on our strong foundation of evidence-based stabilization services to incorporate trauma-informed and restorative practices.

IN FY23, DCJ WILL:

- Invest in stabilization services, including expanded rent assistance and hiring Corrections Counselors.
- Hire 3 Community Health Specialists and increase funding towards basics needs of adults on supervision.
- Hire a Program Specialist in Juvenile Detention to integrate restorative practices that build and repair relationships and de-emphasize punitive discipline in favor of communication to resolve conflict.
- Implement the first phase of recommendations from the DCJ Restorative Practices project team.

ACCOUNTABILITY

We will hold justice involved youth and adults accountable for their actions.

DCJ is adjusting to the future of work with renewed focus on statutory obligations and evidence-based practices through the lens of community and individuals with lived experience. Additionally, we acknowledge a need to implement system accountability measures to institute procedural fairness.

IN FY23, DCJ WILL:

- Establish a process for collecting regular feedback from individuals on supervision.
- Examine ASD Electronic Monitoring data and trends to develop equity informed recommendations for future Electronic Monitoring practices.
- Hire a project manager to implement action items from the Workforce Equity Strategic Plan (WESP) that focus on accountability and procedural fairness at the department level.