



MULTNOMAH COUNTY OREGON DETENTION REFORM INITIATIVE

Juvenile Justice Council (JJC)

January 24, 2011 (Monday)

12:00 pm – 1:30 pm

Juvenile Justice Complex - large conference room

1401 NE 68th Avenue

Portland, Oregon 97213

MEETING MINUTES

Council Members:

Craig Bachman	Judy Griswold	Linda Hughes	Julie McFarlane	Carla Piluso	Ed Hamann	Heather Updike
Steve Walker	Joanne Fuller	Rick Jensen	Keith Meisenheimer	Merri Wyatt	Diane Stuart	Nan Waller
Tom Cleary	Carolyn Graf	Dave Knofler	Thach Nguyen	Charlene Rhyne	Susan Svetkey	Thuy Vanderlinde
Keith Bickford	Rob Halverson	David Koch	Louise Palmer	Tom Ryan	Scott Taylor	Carol Wessinger
Tina Edge	Debbie Hansen	Paula Kurshner	Donna Henderson	Sara Westbrook	Katherine Tennyson	
William H. Feyerherm	Carol Herzog	Michael Loy	Christine Pedersen	Brett Smith	Rod Underhill	

AGENDA TOPIC / PRESENTER	NOTES	CONTACT INFORMATION
Welcome David Koch Juvenile Service Division Director	Judge Waller was not able to attend this meeting - David Koch welcomed the group and introductions were made.	If you have questions or need more information, contact: David Koch Director Juvenile Service Division 1401 NE 68th Street Portland, OR 97213 (503) 988-4171 david.m.koch@multco.us http://web.multco.us/dcj-juvenile
Disproportionate Minority Contact Report (DMC) Liang Wu Research & Evaluation	Liang noted that Charlene Rhyne was on vacation and not able to present with her. She stated this would be the first time they are using a new approach to the data with the use of the Relative Rate Index (RRI) which was adopted by Office of Juvenile Justice & Delinquency Prevention. This compares the rate of occurrence for white youth to the rate of occurrence for all minority youth. The Ballot Measure 11 youth were included in this data and it was noted there more youth at the Youth Correctional Facility that are BM11 than youth committed to Youth Correctional Facility for juvenile offenses.	If you have questions or need more information, contact: Liang Wu DCJ Research & Evaluation Unit 501 SE Hawthorne Blvd, #250 Portland, OR 97214 (503) 988-4564

AGENDA TOPIC / PRESENTER	NOTES	CONTACT INFORMATION
<p>Senior Analyst</p> <p>Report and Powerpoint Presentation attached to email</p>	<p>The council suggested to review what geographical areas are most of the referrals coming from, the reception center data, and the RAI scores for those youth who end up on supervision. They also noted that youth coming into detention seem to have a lot of issues needing to be addressed "upstream" and if we want to affect any real sort of change that is where we need to start. The council will work with Liang to look at the most serious charge on referrals.</p>	<p>liang.wu@multco.us http://web.multco.us/dcj/research-reports</p>
<p>Department of Community Justice (DCJ) Strategic Plan 2011 - 2013</p> <p>Scott Taylor Department of Community Justice Director</p> <p>David Koch Juvenile Service Division Deputy Director</p> <p>Plan attached</p>	<p>Scott and Dave discussed highlights of this 3-year plan. Reprinted below is an excerpt of the introduction to the plan by Scott Taylor:</p> <p>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.</p> <p>This strategic plan 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 <i>Community Safety through Positive Change</i>.</p> <p>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 proud of the ideas that came from those groups and appreciative of the time and effort that they have invested in the work that we will do over the next three years.</p> <p>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.</p> <p>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.</p>	<p>If you have questions or comments, please contact:</p> <p>Scott Taylor, Director Department of Community Justice 501 SE Hawthorne Blvd Portland, OR 97214 (503) 988-5590 scott.m.taylor@multco.us http://web.multco.us/dcj</p> <p>David Koch, Director Juvenile Service Division 1401 NE 68th Street Portland, OR 97213 (503) 988-4171 david.m.koch@multco.us http://web.multco.us/dcj-juvenile</p>

AGENDA TOPIC / PRESENTER	NOTES	CONTACT INFORMATION
	<p>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.</p> <p style="text-align: center;">Department of Community Justice (DCJ) Strategic Plan 2011 - 2013 "Community Safety Through Positive Change"</p> <p style="text-align: center;">Strategic Goals</p> <p>Strategic Goal: Behavior Change Adult offenders and youth will demonstrate a reduction in delinquent and criminal behavior</p> <ul style="list-style-type: none"> ➤ Align supervision strategies with risk, need and responsiveness. ➤ Administer cognitive behavioral interventions and treatment as needed. ➤ Build rapport and enhance offender motivation. <p>Strategic Goal: Accountability Adult offenders and youth are held accountable for their actions</p> <ul style="list-style-type: none"> ➤ Align supervision intensity and access to services with risk to re-offend. ➤ Utilize effective sanctions and interventions. ➤ Use of custodial containment/incapacitation as needed. <p>Strategic Goal: Resource Management DCJ resources are directed to delivering cost-effective services</p> <ul style="list-style-type: none"> ➤ 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. <p>Strategic Goal: System Change Advocacy and innovation guide our work with stakeholders and partners to improve community safety and assure a fair and just system</p> <ul style="list-style-type: none"> ➤ Identify and correct discriminatory policies and practices. ➤ Engage in partnerships that enhance public safety, create a sense of justice and reduce delinquency and recidivism. <p>Strategic Goal: Commitment to Victims and Community Respect and address victims' rights and needs and restore the community</p> <ul style="list-style-type: none"> ➤ 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. <p>For more detailed information on this plan, please see attached document</p>	

AGENDA TOPIC / PRESENTER	NOTES	CONTACT INFORMATION
<p>Open Discussion</p> <p>David Koch Juvenile Service Division Director</p>	<p>David invited all to come and learn about the new probation model entitled "Functional Family Probation Services" at the upcoming kickoff event:</p> <p>Functional Family Probation Services (FFPS) Model Kick Off Event</p> <p>WHAT: FFPS is a case management approach that reorients the focus of juvenile justice workers charged with supervising youth in the community. Drawn from key concepts of the Blueprint program Functional Family Therapy, FFPS integrates assessment, supervision and intervention by clarifying the probation officer's role and how it changes during the course of supervision. FFPS answers juvenile justice workers questions about:</p> <ul style="list-style-type: none"> • How to engage and motivate youth and families to be a part of a change process. • How to more effectively gather information to utilize risk/needs assessments. • How interventions are best selected and youth/families most effectively linked to and maintained in change programs. • How case management can enhance the impact of evidence-based interventions. • How to more effectively monitor and help youth/families generalize change for the long haul. <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Understand and articulate basic tenets of FFP practice, including family focus, FFP phases and phase goals, from both the perspective of youth on probation as well as from the perspective of probation officers • Become familiar with evidence base of FFP • Understand and articulate developmental and training path of probation department's FFP implementation • Explore ways in which FFP practice and implementation can be integrated into and enhanced by stakeholder involvement <p>Competencies:</p> <ul style="list-style-type: none"> • Participants will know FFP model phases: engagement and motivation; support and monitoring; generalization. • Participants will know basic core goals and skills of each FFP phase. • Participants will have an understanding of how they can support, from their relative positions, the probation department's efforts to implement FFP. <p>Everyone is invited to attend and participate!</p> <p>WHEN: Tuesday March 1st 2011 from 1 to 5 pm (alternate date at same location for a 2nd kickoff event is April 26th 1pm - 5pm)</p> <p>WHERE: Multnomah Building Commissioners Board Room</p>	<p>If you have questions or need more information, contact:</p> <p>David Koch Director Juvenile Service Division 1401 NE 68th Street Portland, OR 97213 (503) 988-4171 david.m.koch@multco.us http://web.multco.us/dcj-juvenile</p>

Facilitator: David Koch

Recorder: Tina Edge

Next meeting ...

February 28, 2011 (Monday)

12:00noon - 1:30pm

Juvenile Justice Complex - Large conference room

1401 NE 68th Avenue Portland, OR 97213

"The mission of the Juvenile Justice Council is to provide a forum for the development and implementation of policies, procedures and practices to improve the juvenile justice system. The Council engages representatives from Police, Schools, County Board of Commissioners, Judiciary, Defense, youth serving agencies, Oregon Youth Authority, Juvenile Service Division, the District Attorney's Office and other system stakeholders within Multnomah County to improve the juvenile justice system by promoting public safety, responding to the needs of victims and assuring the equitable and effective delivery of services to youth and their families."

Multnomah County Department of Community Justice

Strategic Plan

January 2011 – December 2013

Community Safety Through Positive Change



Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

Introduction

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.

This strategic plan 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**.

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 proud of the ideas that came from those groups and appreciative of the time and effort that they have invested in the work that we will do over the next three years.

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.

Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

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.



Scott Taylor
DCJ Director

Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

Vision

Community Safety Through Positive Change

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.

Values

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



Strategic Goals

Behavior Change
Accountability
Resource Management
System Change
Commitment to Victims & Community

Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

Top 15 Priorities

Strategic Goal: Behavior Change

Adult offenders and youth will demonstrate a reduction in 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.

Strategic Goal: Accountability

Adult offenders and youth are held 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.

Strategic Goal: Resource Management

DCJ resources are directed 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.

Strategic Goal: System Change

Advocacy and innovation guide our work with stakeholders and partners 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.

Strategic Goal: Commitment to Victims and Community

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.

Multnomah County Department of Community Justice

Strategic Plan 2011 - 2013

Strategic Goal: Behavior Change **Adult offenders and youth will demonstrate a reduction in delinquent and criminal behavior**

ACTIVITY: ALIGN SUPERVISION STRATEGIES WITH RISK, NEED AND RESPONSIVITY

- **January 2011 – June 2011**
 - Begin training all DCJ staff on Evidence Based Practices (EBP) in Corrections.
 - Begin training Adult Services Division supervisors and staff on EPICS case management model.
 - Begin training Juvenile Services Division supervisors and staff on FFP case management model.
 - Begin feasibility study on systems for evaluations and assessments of the populations under DCJ supervision.
- **July 2011 – December 2011**
 - Budget reflects training schedule for entire department in EBP.
 - Case plans in adult and juvenile are completed and followed.
 - Juvenile Court Counselors increase supervision in the community.
 - Training continues for EPICS and FFP.
- **January 2012 and after**
 - All juvenile probation and adult probation and parole staff are fully trained and have implemented EPICS and FFP case management practices.

ACTIVITY: ADMINISTER COGNITIVE BEHAVIORAL INTERVENTIONS AND TREATMENT AS NEEDED

- **January 2011 – June 2011**
 - Develop a plan to increase the capacity and effectiveness of cognitive behavioral interventions and treatment.
 - Review providers of cognitive programs and trainings.
 - Review contractors' use of cognitive treatment.
- **July 2011 – December 2011**
 - Implement cognitive interventions at individual and group level.

Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

ACTIVITY: BUILD RAPPORT AND ENHANCE OFFENDER MOTIVATION

- **January 2011 – June 2011**
 - EPICS and FFP cadres begin implementation.
- **July 2011 – December 2011**
 - Community Justice Managers mentor, role model and practice relationship building skills of PPO's and JCC's. CJM's will use observation, video and audio recording.
- **January 2012 and after**
 - DCJ fully implements evidence based case management and cognitive interventions, treatment and programs.
 - All DCJ staff trained to support supervision strategies of EPICS and FFP.



ACTIVITY: WORK WITH FAMILIES, CHILDREN AND THE COMMUNITY

- **January 2011 – June 2011**
 - FFP in Juvenile is begun.
 - Provide access to information that will assist families and the community.
 - Educate families and the community on the principles of evidence based practices.

Multnomah County Department of Community Justice

Strategic Plan 2011 - 2013

Strategic Goal: Accountability **Adult offenders and youth are held accountable for their actions**

ACTIVITY: ALIGN SUPERVISION INTENSITY AND ACCESS TO SERVICES WITH RISK TO RE-OFFEND.

- **January 2011 – June 2011**
 - Establish baseline of sanctions, fee collections, victim restitution collection, etc.
 - Complete case plans for all high risk offenders within 60 days of intake.
 - Target referrals for highest risk population.
 - Analyze and develop a plan for meaningful data collection.
 - Develop a plan for Inter-Rater Reliability and Refresher on LSCMI.
- **July 2011 – December 2011**
 - Measure improved results from baseline information.
 - Evaluation/Assessment concept reviewed for feasibility.
 - Develop a system to track sanctions for Juvenile Services Division.

ACTIVITY: UTILIZE EFFECTIVE SANCTIONS AND INTERVENTIONS

- **January 2011 – June 2011**
 - Review sanction effectiveness and utilization; develop recommendations.
 - Complete baseline and gap analysis.
 - Develop cost benefit of sanctions.
 - Expand utilization of non-custody options.
- **July 2011 – December 2011**
 - Expand electronic supervision.
 - Expand Day Reporting Center and Community Service.



ACTIVITY: USE OF CUSTODIAL CONTAINMENT/INCAPACITATION AS NEEDED

- **July 2011 – December 2011**
Review juvenile detention and adult jail bed usage and adjustments.

Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

Strategic Goal: Resource Management DCJ resources are directed to delivering cost-effective services

ACTIVITY: PROVIDE ADEQUATE RESOURCES TO ACHIEVE OR MAINTAIN EFFECTIVENESS

- **January 2011 – June 2011**
 - Define effectiveness of practices and programs and adequate level of resources required.
 - Develop DCJ Training Plan.
- **July 2011 – December 2011**
 - Align budgeted resources with risk level demand.
 - Make adjustments to DCJ management span of control where necessary.
 - Assess and implement the technology, safety, and infrastructure needed for the EPICS and FFP case management models.
 - Develop and implement mobile workforce plan.
- **January 2012 and after**
 - Continue to work with Facilities and Property Management to refine and implement the DCJ Six Year Space Plan.



ACTIVITY: COLLECT AND USE ACCURATE DATA AND EVIDENCE TO MAKE RESOURCE ALLOCATION DECISIONS

- **January 2011 – June 2011**
 - Analyze available data.
 - Complete a workload analysis.
 - Ensure youth and adult offender assessments are consistently and accurately completed and applied across DCJ.
 - Research use of technology for electronic document management.
- **July 2011 – December 2011**

Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

- Develop a DCJ quality improvement plan.
- Develop and apply cost benefit methodology for resource allocation decisions.

ACTIVITY: ALIGN EXPENDITURES WITH INTERNAL STRATEGIC PLANNING AND EXTERNAL POLICY DECISIONS

- **January 2011 – June 2011**
 - Develop the FY 2012 budget request to support the strategic plan.

ACTIVITY: IMPLEMENT CONTINUOUS QUALITY IMPROVEMENT (CQI) FOR INTERNAL AND CONTRACTED SERVICES

- **January 2011 – June 2011**
 - Participate in countywide contract system redesign project.
 - Audit to ensure assessments are occurring and case plans developed in Adult Services and Juvenile Services Divisions.
- **July 2011 – December 2011**
 - Develop a plan for CQI Sustainability.

ACTIVITY: RECRUIT, HIRE, DEVELOP AND MANAGE STAFF AND VOLUNTEERS WITH THE RIGHT COMPETENCIES

- **January 2011 – June 2011**
 - Create a workplace environment that allows for succession planning and career growth opportunities.
- **July 2011 – December 2011**
 - Convert EBP job expectations into behavioral terms.

ACTIVITY: MAKE EFFECTIVE AND SUSTAINABLE USE OF ASSETS, INVENTORY, TECHNOLOGY AND INFRASTRUCTURE

- **January 2011 – June 2011**
 - 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.

Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

Strategic Goal: System Change

Advocacy and innovation guide our work with stakeholders and partners to improve community safety and assure a fair and just system

ACTIVITY: IDENTIFY AND CORRECT DISCRIMINATORY POLICIES AND PRACTICES

- **January 2011 – June 2011**
 - Review all policies and practices for alignment with strategic goals; begin rewrites and training as possible.
 - Work with communities of color for assessment of unintended impact.
 - Cultural Competency Steering Committee to review and update the Intercultural Strategy Plan.
 - Develop a set of standards for assessing the cultural competence of staff and contracted services.
 - Create contract language that requires consistent dual-diagnosis, trauma-informed, culturally competent assessments from contracted treatment providers and insert this in any new or renewed treatment contract.
- **July 2011 – December 2011**
 - Continue the change in and identification of policy changes and practices.
 - Review all DCJ policies and practices and begin rewriting, integrating the Intercultural Strategy Plan.

ACTIVITY: ENGAGE IN PARTNERSHIPS THAT ENHANCE PUBLIC SAFETY, CREATE A SENSE OF JUSTICE AND REDUCE DELINQUENCY AND RECIDIVISM

- **January 2011 – June 2011**
 - Work with the DCJ partners and the greater community to assess unintended impacts in the system.
 - Participate with the Commission on Children, Families and the Community, the Multnomah Youth Commission and the Youth and Gang Violence work group to provide education and culturally responsive training and information to help families navigate the justice system.
 - Provide training on juvenile justice system to the education community.
- **July 2011 – December 2011**
 - Continue working with the DCJ partners and the greater community on unintended impacts.
 - Train Adult Services Division staff on using Juvenile records system information to inform the LSCMI.

Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

ACTIVITY: COLLABORATE WITH OTHER AGENCIES AND PARTNERS TO IDENTIFY AND CORRECT INEQUITIES IN THE SYSTEM

- **July 2011 – December 2011**
 - 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.
- **January 2012 and after**
 - Create system improvement action plans for African American and Latino people in adult and juvenile justice systems.



Multnomah County Department of Community Justice Strategic Plan 2011 - 2013

Strategic Goal: Commitment to Victims and Community Respect and address victims' rights and needs and restore the community

ACTIVITY: PROVIDE CULTURALLY APPROPRIATE SERVICES TO ENHANCE OUR ACCESSIBILITY FOR VICTIMS AND COMMUNITY MEMBERS

- **January 2011 – June 2011**
 - Inventory current ability to respond in a culturally appropriate manner.
 - Research culturally appropriate best practices for victims.
- **July 2011 – December 2011**
 - Update resources, forms and website to include culturally appropriate resources and information.



ACTIVITY: COLLABORATE WITH CRIMINAL JUSTICE AGENCIES, PROFESSIONALS AND SCHOOLS ON MEETING VICTIM NEEDS

- **January 2011 – June 2011**
 - Establish a Victims Advisory Board to include DCJ and external stakeholders.
 - Develop plans and budget for piloting a victim's assistance unit.

ACTIVITY: PROVIDE VICTIM SERVICES AND SUPPORT COMMUNITY EFFORTS IN PROVIDING SERVICES TO VICTIMS AND THEIR FAMILIES

- **January 2011 – June 2011**
 - Develop a Victims Advocacy Unit for phase in with pilot unit.
- **July 2011 – December 2011**
 - Provide basic training in victim services to staff.
 - Review Juvenile Payback and Adult Community Services programs.

Multnomah County Department of Community Justice

Appendix A - Values Definitions

Values Definitions

- **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 employees through education and training and by providing opportunities for 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.

Multnomah County Department of Community Justice

Appendix B - Glossary

Glossary

Cultural Competency Steering Committee

The Department of Community Justice continues its forward movement through an organizational change effort that is centered on achieving cultural competence. This endeavor targets improving the skills, knowledge, and ability of staff at all levels of the Department to deliver culturally competent services. These 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.

EBM

Evidence Based Management

EBP

Evidence Based Practice in DCJ:

- Staff are continually learning what experts consider to be the most promising and effective practices in their field;
- Implementation of these practices is systematically monitored by the collection of data and an objective outcome analysis;
- Decision-making on policies and programs is 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.

FFP

Functional Family Probation, FFP is an evidence based community supervision model for juvenile justice. Adapted from Functional Family Therapy principles. FFP integrates assessment, supervision and intervention by clarifying the probation officer's role over the course of supervision.

Multnomah County Department of Community Justice

Appendix C – Steering Committee Reports

<p>Strategic Goal: Behavior Change</p> <p>Adult offenders and youth will demonstrate a reduction in delinquent and criminal behavior</p>
<p>Outcome: x % of adult and youth clients will evidence at exit from DCJ a ___% reduction in risk/need profile.</p> <p>This will be measured annually. We would need to establish a baseline. We would use JCP and LSCMI to measure this.</p>
<p>Activity A: Align supervision strategies with risk, need and responsivity</p>
<ol style="list-style-type: none"> 1. Apply Eight Evidence-Based Principles for Effective Interventions (Crime & Justice Institute): <ul style="list-style-type: none"> o Assess Actuarial Risk/Needs o Enhance Intrinsic Motivation o Target Interventions: Risk, Need, and Responsivity, Dosage o Skill train with Directed Practice (use Cognitive Behavioral treatment methods) o Increase Positive Reinforcement o Engage On-going Support in Natural Communities o Measure Relevant Processes/Practices o Provide Measurement Feedback <p><i>NOTE: focus resources on high-risk offenders indicated by the appropriate risk/needs assessments.</i></p>
<ol style="list-style-type: none"> 2. Supervise offenders in their natural environment such as community/neighborhood/schools
<p>Activity B: Administer cognitive behavioral interventions and treatment as needed</p>
<ol style="list-style-type: none"> 1. Train all managers and staff in the application of the basic principles of EBP in behavioral terms and forms (emphasize culturally appropriate approaches)
<ol style="list-style-type: none"> 2. Apply cognitive techniques (cognitive restructuring, cognitive skill development, and life skill enhancement, one-on-one supervision meeting) for developing and reinforcing change
<ol style="list-style-type: none"> 3. Identify and implement an evidence based case management model for JSD and an evidence based case management model for ASD
<p>Activity C: Build rapport and enhance offender motivation</p>
<ol style="list-style-type: none"> 1. Train all employees in relationship building skills and the use of them in supervision
<ol style="list-style-type: none"> 2. Apply relationship building skills when working with offender and their families
<ol style="list-style-type: none"> 3. Teach concrete concepts/skills, relevant to various criminogenic needs applicable to range of clients
<ol style="list-style-type: none"> 4. Teach modeling techniques, effective use of reinforcement/sanctions
<ol style="list-style-type: none"> 5. Ensure that staff utilize culturally appropriate service delivery and have knowledge of community resources
<p>Activity D: Utilize effective sanctioning practices</p>
<ol style="list-style-type: none"> 1. Provide culturally/developmentally appropriate interventions/sanctions

Multnomah County Department of Community Justice

Appendix C – Steering Committee Reports

2. Apply least restrictive sanctions based on risk/needs/responsivity to effect offender change
3. Use the DRC more frequently as an intervention strategy rather than just for responses to violations
4. Routinely administer case staffing/case review by CJMs and other supervisory personnel in all departments within DCJ

Activity E: Work with families, children and the community

1. Case plan development involving a multi disciplinary team including family, pro-social companions and community supports if appropriate
2. Provide education, *prevention*, intervention and support services to family and pro-social companion
 - ❖ JSD Stop The Violence events
 - ❖ ASD Stop The Violence events
 - ❖ JSD Back to School Night
 - ❖ JSD Parent Support Groups
 - ❖ ASD Family and Friends meetings
3. Develop a coordinated communication and service delivery system
 - ❖ JSD - Expand the JUST system to include other services for example housing and COC
 - ❖ ASD – Expand the use of Manage Attendance
4. Incorporate celebrations in programs upon client's successful completion of goals
Measures:
 - ❖ JSD START events
 - ❖ ASD GED completion events through Londer Learning Center

Activity F: Implement and coordinate wraparound services

1. Develop relationships with community partners for wraparound services to promote and maintain behavior change, beginning at re-entry and transition
2. Utilize and maximize evidence based wraparound services indicated by the assessment and case plan to effect behavior change, including educational, vocational and employment services and housing.

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Strategic Goal: Accountability	
Adult offenders and youth are held accountable for their actions	
Outcome: To be determined	
Activity A: Align supervision intensity and access to services with risk to re-offend	
1.	Train all managers and staff in the application of the basic principles of EBP in behavioral terms and forms <ul style="list-style-type: none"> Utilizes accurate assessments/case plans to determine risk/need Assign cases according to risk level/specialization for service matching Information gathering
2.	Conduct case consultations and place documentation within the electronic files. Communicate with internal and external partners to gain information.
3.	Appropriately respond to youth/offenders long term, short term, or acute risk to the community.
4.	Monitor the conditions as set by the supervising authority; modify conditions based on risk/need, conformance, compliance and engagement with supervision while holding youth/offenders accountable, keeping in mind the safety of the community.
Activity B: Utilize effective sanctions and interventions	
4.	Train all managers and staff in the application of the basic principles of EBP in behavioral terms and forms <ul style="list-style-type: none"> Utilize accurate assessments/case plans Match intervention/sanctions to risk/need Impose interventions/sanctions – swift and certain Utilize sanctions grid for consistent intervention/sanctions
5.	Conduct case consultations to help address barriers and determine the most effective intervention/sanctions.
6.	Communicate with intervention/sanction providers to monitor client progress. Address failures.
7.	Create sanction tracking (in SPIN) that enables PO's to track each sanction.
Activity C: Use of Custodial Containment/incapacitation as needed	
5.	Utilize accurate assessments/case plan for the use custodial containment; <ul style="list-style-type: none"> To address community safety based on risk assessments To address risk of failure to appear To address continual violations/non-compliance
6.	Utilize GPS/EM/House Arrest/Continuum of Community Detention as alternative sanctions.
7.	Create programming center for short term custody clients.
Activity D: Initiate Home/Community and collateral contacts by risk, compliance, collateral and community information	
3.	Sex offender notification done based on ORS and notification plan for adult offenders.

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2. Utilize accurate assessments and case plans to determine risk/needs.
3. Prioritize contacts based on risk, needs, resource management and available information.
4. Set realistic contact guidelines based on risk, needs, responsivity, and available information.
5. Establish protocol for feedback loop with internal partners to encourage sharing of information relevant to case management.
Activity E: Oversee Collections of fees, fines, and restitution
5. Train staff to monitor income and assets vs. payments of fees, fines, restitution and other financial obligations. Verify DHS payments and set realistic payment schedules.
6. Establish internal/external partners to allow offenders to work for payments (money goes directly to victim/court/DCJ). Seek contracts where contract payments go directly to pay for offender services.
7. Identify behavior/attitudes for non-payment and address accordingly. Utilize effective sanctioning for willful refusal to pay on fees, fines and restitution.
8. Seizure of assets to pay on fees, fines, restitution and other financial obligations.
9. Monitor Community Service as payment of fees, fines, restitution (payback)

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<p>Strategic Goal: Resource Management DCJ resources are directed to delivering cost-effective services.</p>
<p>Outcome: Cost benefit measure (daily cost and success rates)</p>
<p>Activity A: Provide adequate resources to achieve or maintain effectiveness</p>
<p>Task 1: Determine 'what to keep', adds value and what we stop doing-find efficiencies/ periodic review.</p>
<p>Task 2: Conduct a workload analysis department wide.</p>
<p>Task 3: Increase and continue collaboration and information sharing with other agencies</p>
<p>Task 4: Create an automated system for case staffing information.</p>
<p>Activity B: Align expenditures with internal strategic planning and external policy decisions</p>
<p>Task 1: Craft budget in alignment with the priorities listed in the strategic plan.</p>
<p>Task 2: Advocate for services in other departments and agencies that support our clients and families.</p>
<p>Task 3: Use data to educate policy makers and the community on the effectiveness of programs/units.</p>
<p>Task 4: Include resources to provide educational/vocational employment services and housing. Increase vocational and peer mentorship programs to enhance employment skills, including real-world work experience by creating a resource development position.</p>
<p>Activity C: Collect and use accurate data and evidence to make resource allocation decisions</p>
<p>Task 1: Ensure youth/offender assessments are consistently and accurately completed and applied across DCJ.</p>
<p>Task 2: Determine what data needs to be captured at what level and what doesn't need to be and communicate.</p>
<p>Task 3: Develop and apply cost benefit methodology for resource allocation decisions.</p>
<p>Task 4: Create process for collecting and utilizing data to make decisions about operations and the organization.</p>
<p>Activity D: Apply Best Practices to include all disciplines in DCJ</p>
<p>Task 1: Identify and apply current best practices for each field.</p>
<p>Task 2: Review and update annually best practices for each field of expertise.</p>
<p>Activity E: Recruit, hire, develop and manage staff and volunteers with the right competencies</p>
<p>Task 1: Identify the competencies for all classifications to be used in hiring, training and evaluation.</p>
<p>Task 2: Create a training program for all classifications based on EBP/skill based model.</p>

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Task 3: Create a workplace environment that allows for succession planning and career growth opportunities.

Activity F: Implement Continuous Quality Improvement (CQI) for internal and contracted services

Task 1: Participate in county wide contract system redesign project.(in progress)

Task 2: Develop and implement fidelity measures for new case management models and CQI for daily work to be measured.

Task 3: Examine and adjust current output/ outcome measures for internal/external services.

Task 4: Develop a peer review process for case files.

Activity G: Make effective and sustainable use of assets, inventory, technology and infrastructure

Task 1: Replace Custody Services detention electronics and ensure sustainability of the system. (capital asset plan)

Task 2: Assess and implement the technology, safety, and infrastructure needed for the selected supervision models.

Task 3: Identify internal tasks and processes to create efficiencies which are in alignment with environmental and sustainability plan.

Task 4: Pursue opportunities for electronic sharing of information internally and externally.

Task 5: Review annually the climate action and sustainability plans for compliance and make adjustments as needed.

Activity H: Leverage and maximize revenue opportunities

Task 1: Dedicate resources to write grants.

Task 2: Continue to examine and adjust strategies to optimize offender fee collection.

Task 3: Proactively search/research for grants.

Task 4: Determine feasibility and develop rates for private insurance billing.

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Strategic Goal: System Change

Advocacy and innovation guide our work with stakeholders and partners to improve community safety and assure a fair and just system.

Outcome: To be determined

Activity A: Identify and correct discriminatory policies and practices

Task 1: Improve Assessments

- Require Assessment Standards in Provider Contracts. Create contract language that requires consistent dual-diagnosis, trauma-informed, culturally competent assessments from contracted treatment providers and insert this in any new or renewed treatment contract. Include items that need to be addressed in every evaluation.
- Validate and Improve the PSP Release Screening Tool.
- Implement the assessment improvement recommendations from the Recog Tool Validation.
- Identify and address barriers to referring for services

Task 2: Incorporate the Cultural Competency Steering Committee report

- The DCJ "Making Differences Work: Intercultural Strategies for Community Justice" Cultural Competency Steering Committee report (June 2003) includes the following **Principle 9: This intercultural strategies document will be considered and integrated into all aspects of future strategic planning at DCJ.** Therefore, it is intended that issues relating to all differences, to include age, gender, race, ethnic background, physical ability, mental ability, religion, sexual orientation and family situation will be incorporated into this strategic plan.

Activity B: Engage in partnerships that enhance public safety, create a sense of justice and reduce delinquency and recidivism

Task 1: Provide Training for Families on System Navigation

- Participate with the Commission on Children, Families and Community, the Multnomah Youth Commission, the Youth and Gang Violence work group, and community members to develop and provide education and culturally-responsive training and information to help families navigate complicated systems (e.g. school, justice, child welfare, etc.) and effectively advocate for their children. This needs to include parents of youth in the adult system.

Task 2: Create a Juvenile Records Request Protocol and train ASD on using Juvenile system information.

- Increase joint projects between all divisions of DCJ. To build more understanding between the divisions, work on issues of mutual concern with participation from all divisions.
- Specifically, create a Juvenile Records Request Protocol. Develop a clear protocol for ASD to get correct information on juvenile system involvement and provide training on the protocol. Revisit open sharing of juvenile records with ASD with County Counsel. Establish a point person or "help desk" for quick response to ASD requests.
- Train ASD on Using Juvenile Delinquency Information. Provide training on how to understand information from juvenile records and its importance in informing the LSCMI. Include training on proper use of the information.

Task 3: Commit to Organization Development Processes

- Do robust organization development processes for major business changes in DCJ. Focus on sustainability, inclusion, communication, and quality. Include marketing both how the new initiative helps clients as well as how it makes work easier for staff.

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Task 4: Train Education Partners on Juvenile System

- Provide to Education System training on Juvenile System. Engage with the Education/Human Services MOU Group to plan, develop and deliver a training for schools and districts on juvenile justice system/approaches. Consider adding a similar training for Child Welfare.

Task 5: Enhance School Reconnection & Pretrial Release Services for Juveniles on Adult Supervision

- Provide School Reconnection to Post Prison Youth. Provide school reconnection and support to school-age post-prison (any ASD supervision actually) youth to ensure they make a smooth and successful transition back into an appropriate education program when they reenter the community. This includes appropriate education programs of any type.
- Pilot & Expand PSP/Community Detention/School Reconnection Collaboration. Expand detention alternatives for pretrial M-11 youth by enhancing supervision & support through a combination of services in these three programs. Evaluate Effectiveness, make adjustments as needed, expand where appropriate.

Task 6: Develop Enhanced Family Services (Juvenile & Adult)

- Pilot family-centered skill development programming. Develop and pilot family-centered, culturally responsive programming in JSD's Youth Development Services Unit to better support youths' development toward successful, self-sufficient, crime-free adulthood. Use a one-stop model for youth and family services. Set up similar programming for adult offenders.
- Collaborate and contribute on family support groups for our clients. Participate with Black Parents Initiative (and develop partnerships with other organizations for the same purpose) in information-sessions with family support groups. Include support for spouses of clients.
- Set up family education meetings at probation offices or in the community. Topics can include interaction with police and general question & answer.

Activity C: Collaborate with other agencies and partners to identify and correct inequities in the system

Task 1: Provide Multi-system Training on Disparity

- Collaborate with the Commission on Children, Families & Community, Youth & 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. Include how to avoid interpreting disagreement with the system as noncompliance. Set up accountability measures related to the training. Tap into existing work between DHS and the Courts.

Task 2: Push for Countywide School Policy Against Disparity

- Participate with Education Life & Success work group and Community Education Partners to develop consistent discipline policies aimed at correcting racial & ethnic disparity in school discipline. Include participation from ASD staff involved in supervising school-aged clients.

Task 3: Make a System Improvement Action Plan for African American & Latino people in adult justice.

- Establish leadership, convene stakeholders, and begin a planning process to get better outcomes for African-American and Latino clients in the adult system, and address needs of other populations experiencing over-representation.

Task 4: Make a System Improvement Action Plan for African American & Latino youth in juvenile justice

- Participate with the Commission on Children, Families and Community, the Multnomah Youth Commission, the Youth and Gang Violence work group, and community members to develop an action plan to improve outcomes for African-American and Latino youth in the justice system, and address needs of other youth populations experiencing over-representation in the Juvenile Justice System. Include DHS Child Welfare in the planning process, address crossover youth issues.

Activity D: Examine the budget and policy impact on the systems within our community

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Task: Participate in a Juvenile Measure 11 Policy Group

- Participate in a cross-system local M-11 policy group with broad community involvement focused on optimizing community safety outcomes [for Juveniles charged under M-11] (to be convened by the Chief Family Court Judge).

Activity E: Continue to adapt our systems as new information emerges about best practices

Task 1: Implement Cultural Competency Standards

- Develop Cultural Competence Standards. Develop a clear definition of cultural competence for contracted and in-house services, and incorporate it into contracts and program designs. Develop a set of standards for assessing the cultural competence of staff, contractors and services. Engage with partners for a broad adoption of the assessment. Assure quality performance in cultural competence.
- Set up Accurate Race & Ethnicity Reporting. Get the ability to select multiple races/ethnicities in DOC and JJIS. Short of a statewide solution, develop a local solution (in Spin and or Just).
- Use a Culturally Appropriate Bio-Psycho-Social Assessment for Native People. Get an alternative assessment to the GAIN, which is shown to have weaknesses in accurately assessing Native American people.
- Require Effectiveness Across Demographic Groups in EBPs. Implement an EBP only after a careful review by DCJ Research & Evaluation and/or the Cultural Competency Steering Committee finds effectiveness for all groups in the target population.

Task 2: Provide Engagement/Motivation Training & Quality Assurance

- Require Engagement/Motivation Training. Develop and implement a training plan to increase skills in engagement & motivation, such as effectiveness with clients of color, clients with issues in mental health, addiction & traumatic brain injury, writing chronos, and abuse/neglect history. Include the application of brain science and imaginary noncompliance. As a part of the plan, consider requiring two or three trainings per year and requiring reporting back to work unit on lessons learned from training. Elevate the importance of regular engagement/motivation training to a level similar to that of tactical training: core curriculum that is repeated and mandatory (cognitive-behavioral therapy and motivational interviewing).
- Set up Quality Assurance for Engagement/Motivation Performance. Provide supervision and accountability on the behaviors expected as the result of the above training.

Task 3:

- Initiate and maintain an innovation process that encourages employee ideas and tests their effectiveness and allows for broader implementation if they are successful.

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<p>Strategic Goal: Commitment to Victims and Community</p> <p>Respect and address victims' rights and needs and restore the community</p>
<p>Outcome: ___% of adult and youth clients will exit DCJ having ___% of victim restitution and court ordered financial obligations (COFO) met.</p>
<p>Activity A: Provide culturally appropriate services to enhance our accessibility for victims and community members</p>
<p>Task1: Develop and update resources</p> <ul style="list-style-type: none"> • Ensure that resources are bi-culturally appropriate • Ensure that same-sex appropriate services in house and in community referrals are available • Update all information on the MINT (including removing old documents) to enhance MINT navigation • Update Policies & Procedures (including drafting an Adult Services Division Victim Services Policy)
<p>Task 2: Ensure use of appropriate languages and links on MINT</p> <ul style="list-style-type: none"> • Provide translations of website documents • Provide Links on MINT to other languages
<p>Task 3: Provide "learning/disabled/special needs" services as needed</p> <ul style="list-style-type: none"> • Include transportation options/referrals to and from hearings • Provide translation/interpreters including approved resources for deaf and blind
<p>Activity B: Collaborate with criminal justice agencies, professionals and schools on meeting victim needs</p>
<p>Task 1: Network with agencies and victims' advocates</p>
<p>Task 2: Develop and document policies and working agreements w/DHS/OYA/Schools and other agencies</p>
<p>Task 3: Unite with other counties – sharing programs that have high success with results such as Family Violence Supervision Network</p>
<p>Activity C: Provide victim services and support community efforts in providing services to victims and their families</p>
<p>Task 1:</p> <p>Create a Victim Services Program, to include a Victim Coordinator for the purposes of advocacy, transition and restitution.</p>
<p>Task 2: Create a Victim Services Network with representatives from each unit or 1-2 people in each building who are trained in EBP victim services to act as a point person in the unit who attend regularly scheduled internal and external victim services meetings. Interns could assist this position. This person would handle victim services including but not limited to:</p> <ul style="list-style-type: none"> • Provide safety planning/victim contact • Respond to victim requests in a timely manner • Refer victims to other agencies for additional help (Victim Emergency Fund, DIVERT, community-based agencies, etc) • Act as custodians for Victims' Services link on MINT (to include developing FAQs) • Determining appropriateness & eligibility for mediation • Representative would have a modified caseload as lead workers do • Partner between JSD and ASD related to victims of commercial sexual exploitation including how to identify and hold accountable adults who are on supervision and may be exploiting children whom JSD or our community partners serve

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Task 3: Increase Victim Advocate volunteer recruitment.

Task 4: Update materials yearly for individual and community notification (victim letters, SO registration & notification, VINE, Victim Notification)

Activity D: Make all reasonable efforts to collect victim restitution and court costs

Task 1: Develop Restitution Unit or assign PPO/JCC to restitution caseload

- Oversee payback, payment plans, DOR accounts, RST account workgroup,
- Become member of Oregon Restitution Unit
- Increase attendance/enforce accountability for payback crews
- Provide restitution mapping
- Become involved in how restitution is set up prior to casebank
- Oversee restitution determination, recommendation and collection
- Seize assets
- Advocate use of incentive of bench probation conversion if all other conditions have been met and restitution is paid off
- Work with or as a job developer to outreach with local employers willing to give employment opportunities to clients

Task 2: Hold regular communication sessions with Judges, DAs, PPOs and JCCs to discuss payout process to victims of compensatory fines vs. restitution. (Include incentives for paying restitution like no jail time)

Activity E: Contribute to restoring a sense of safety for victims and community

Task 1: Collaborate with victim advocates/community partners to streamline processes and requests for information

- Community education program

Task 2: Develop Restraining Order and Stalking Order information in collaboration with victim advocates/community partners

- Pre-conviction & renewal
- Electronically
- Paper/brochures/cards
- Language specific

Task 3: Develop informative brochure on conditions of supervision electronically in tandem with above task

Activity F: Promote understanding through effective communications with victims and community members

Task 1: Provide staff training (including communication styles, RSVP, respond to victim calls, recognize and respond to victims of commercial sexual exploitation of children, identify who the extended victims [i.e.; people who are deeply impacted by the offenders' crimes but who are not identified on a crime report as victims] are and how to respond and reach out to them)

Basic Level:

- Online mandatory training

Higher Level

- Workshop Training
- Refreshers/update

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Task 2: Develop communication plan to inform community & victims

- National Night Out brochures
- VINE – Re-evaluate program
 - Explore possibility of developing automated program to notify victims
- PV Hearings/notifications (including transfers out of state)
- Crime Victims' Rights
- Outreach and information sharing regarding M-11 crimes to prevent victimization
- Public Relations and media outreach
 - Respond to information requests by individual citizens, community groups and media
 - Create transparency in our system by publicizing our policies and activities through the media, brochures, website, public forums, etc
 - Regularly circulate fugitive alerts to inform the community and protect public safety
 - Provide process and outcome data to hold DCJ accountable to taxpayers, community groups, etc
- Develop a Victim Survey that will inform the department what is needed through the victim's perspective including the victim's perspective of current notification program.

Activity G: Oversee community work projects that contribute towards restoration

Task 1: Network with neighborhood associations for community restoration projects. Proactively seek out community restoration projects. Attend neighborhood, community, and stakeholder meetings, i.e.; graffiti abatement, planting trees, CROPS/community gardens, rain barrels, disaster cleanup, Habitat for Humanity

Task 2: Develop policies and procedures for restorative justice and apply principals within DCJ

- See "Restorative Justice through Victim-Offender Mediation: A Multi-Site Assessment" by Mark Umbreit