

Clackamas County Juvenile Department

Performance Clackamas Strategic Business Plan

MARCH 2020 UPDATE

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Corporate Review Process: 1/17/20

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Revised Final Proposed Strategic Business Plan: 3/12/20



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NOTE: Several words and terms used throughout this document are further defined in the “Appendix – Glossary of Terms” section which begins on page 15. When the word/term initially appears in this document, it will have an asterisk (*) placed at the end of the word/term, so that the reader is alerted to refer to the Glossary of Terms if further context and definition of the word/term is desired.

Oregon's Juvenile Justice Mandate

The Juvenile Department's Mission Statement and its Lines of Business were created to be in alignment with the purpose clause of the Juvenile Delinquency Code of the Oregon Revised Statutes (ORS). Specifically, ORS 419C.001 states:

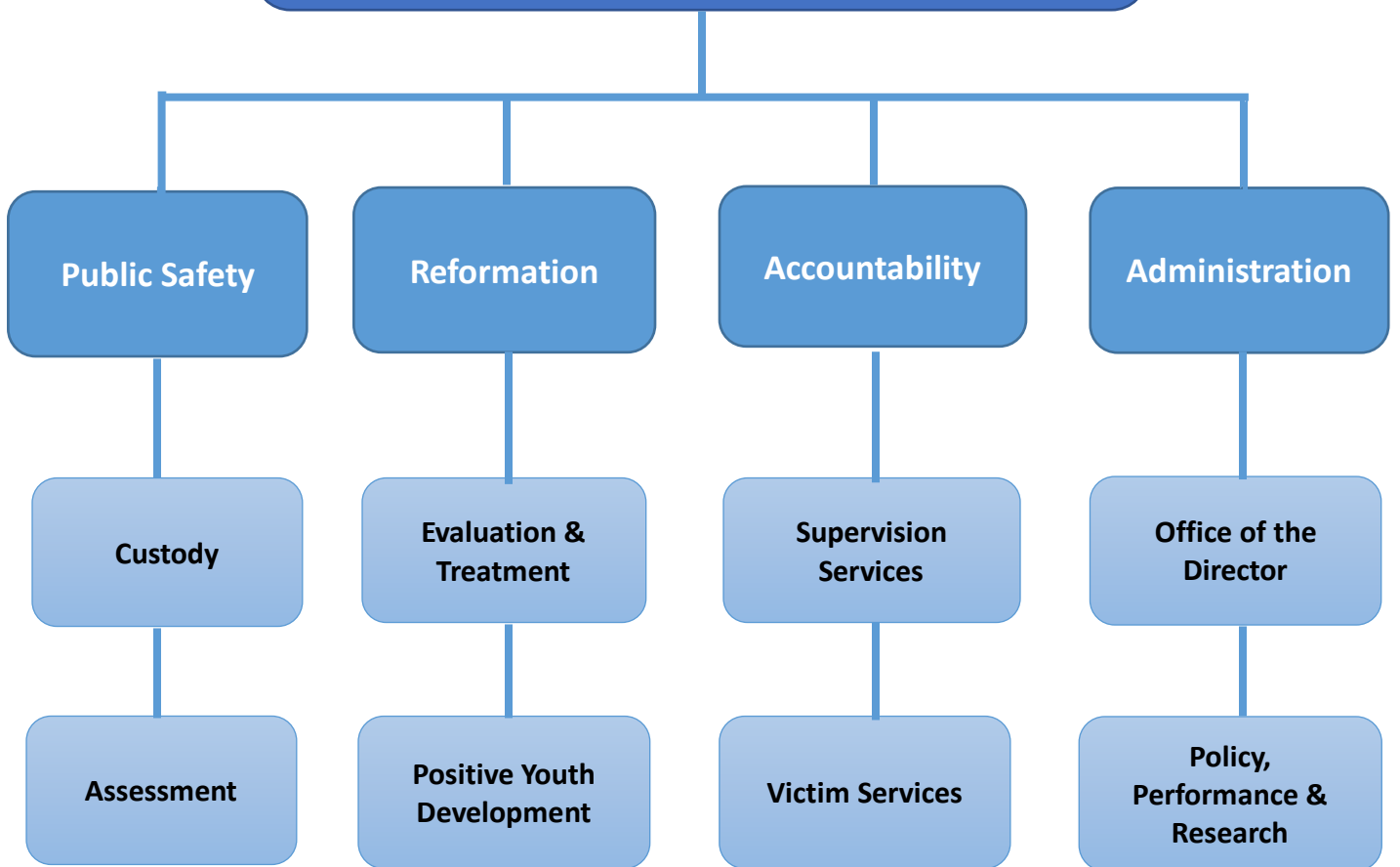
"... in delinquency cases, the purposes of the Oregon juvenile justice system from apprehension forward are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. The system is founded on the principles of personal responsibility, accountability and reformation within the context of public safety and restitution to the victims and to the community.

The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior..."
(emphasis added)

Clackamas County Juvenile Department Mission Statement*

The mission of the Clackamas County Juvenile Department is to provide equitable juvenile justice, family support, intervention, and reformation services to youth so they can repair harm to victims, experience positive change, and contribute to a safe, healthy, and secure community.

Clackamas County Juvenile Department



Issue Statements*

- 1. The families of youth involved in the juvenile justice system are not consistently valued as an expert on their child and not engaged to contribute to the reformation process of their child. If not addressed, this will result in:**
 - Families less willing to participate in their child’s reformation process.
 - Higher likelihood that youth will continue to participate in criminal activity.
 - A lack of information that makes it difficult for families to understand how to fully support their child.
 - A lost opportunity to obtain important information from the family to support services that meet the individual needs of the youth.

- 2. Continued lack of access to prevention services for youth and families. If not addressed, this will result in:**
 - Youth and families will experience unnecessary crisis.
 - Missed opportunities for early access to services resulting in isolation for youth and families.
 - Increased likelihood that youth will be less successful in school/peer relations/family functioning.
 - Youth will continue to engage in at-risk behavior, increasing the likelihood that the youth will commit crimes and become involved with the juvenile justice system.

- 3. The juvenile justice system* struggles to understand that youth are not simply miniature adults. If not addressed, this will result in:**
 - Services that do not match or meet the needs of youth.
 - Disconnections between Juvenile Department goals and goals of other agencies in the juvenile justice system – a misalignment of missions, wasted resources and poor results for our youth.
 - Youth not afforded community-based resources.
 - Fewer youth successfully transitioning to adulthood.
 - Youth disconnected from their family.
 - More youth continuing to participate in criminal activity.
 - More youth incarcerated in the adult corrections system.

- 4. Community partners’ lack of understanding of what the Juvenile Department does, why we do it, and how we do it. If not addressed this will continue to result in:**
 - Youth miss the opportunity to be screened to identify and treat issues such as suicide risk, drug and alcohol use, mental health, etc.
 - Youth being placed in detention* prematurely.
 - Youth will not receive prevention and early intervention services.

- Youth and families miss an opportunity for community-based services.

5. Youth and families are facing increasingly complex challenges, such as involvement in multiple systems, school safety, impact of trauma and unmet behavioral health needs. If not addressed, will result in:

- Increased criminal activity.
- Increased victimization of community members.
- Increased suicide risk and mental health issues.
- Increased substance use.
- Increased family disruption and stress.
- Negative impact on youth's success in schools.
- Misdirection of resources.
- A lack of equity of services.

6. The specific needs of increasingly diverse youth and families, such as youth and families of color, immigrant and LGBTQ+ individuals. If not addressed, will result in:

- A lack of culturally and gender responsive services to meet the specific needs of youth and families.
- Youth not feeling safe and respected.
- Higher likelihood of incarceration.
- A lack of equity of services.

Strategic Results*

- 1. By 2021, youth whose involvement with the Juvenile Department ends successfully, and do not commit crimes as evidenced by:**
 - Juvenile recidivism* is 19% or lower.

- 2. By 2021, youth who are involved with the Juvenile Department will experience individual reformation and demonstrate skills to successfully transition to adulthood as evidenced by:**
 - 85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision.
 - 85% of youth will develop enhanced competencies and life skills by the time they are no longer on supervision.

- 3. By 2021, parents and guardians who have children involved with the Juvenile Department will be engaged as partners in their child's reformation as evidenced by:**
 - 80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department.
 - 70% of youth report they are respected and involved in their reformation.

- 4. By 2021, victims of juvenile property crime will be heard, receive restitution* and see juvenile offenders held accountable as evidenced by:**
 - 87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff.
 - 95% of youth successfully complete their restitution obligation.

- 5. By 2021, the Juvenile Department and our community partners will share common goals for the prevention of youth committing crimes and the reformation of those who do, as evidenced by:**
 - 98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system.
 - 95% of youth referred¹ to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs.

¹"Youth referred" for this measure means criminal referrals that have been reviewed by the District Attorney's Office, and have been found to be legally sufficient.

Lines of Business*

Public Safety

The purpose of the Public Safety line of business is to provide assessment and detention services to youth so they can receive the appropriate level of monitoring and services that provides for community safety.

- **Custody Program**
- **Assessment Program**

Key Measures*:

- Zero in-custody youth file a complaint that is a substantiated Prison Rape Elimination Act* (PREA) violation.
- Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury*.
- 95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs.

Reformation

The purpose of the Reformation line of business is to provide targeted evaluation and rehabilitative services to youth so they can increase the competencies needed to transition to adulthood, live a crime free life, and be a contributing member of their community.

- **Evaluation and Treatment Services Program**
- **Positive Youth Development Program**

Key Measures:

- 85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision.
- 85% of youth will develop enhanced competencies and life skills by the time they are no longer on supervision.
- 95% of youth on probation* will have a case plan for services which addresses their individual risk and needs.

Accountability

The purpose of the Accountability line of business is to provide intervention, and compliance monitoring services to youth so they can be accountable to victims and the community and repair harm they have caused.

- **Supervision Services Program**
- **Victim Services Program**

Key Measures:

- 95% of youth successfully complete their restitution obligation.
- 87% of victims of juvenile property crime report they feel respected and informed by Juvenile Department staff.

Administration

The purpose of the Administration line of business is to provide strategic planning, resource management, and continuous quality improvement services to the Juvenile Department so it can foster and sustain a high performance, responsive, and customer-focused culture and organization, and work effectively with community partners and stakeholders.

- **Office of the Director Program**
- **Policy, Performance & Research Program**

Key Measures:

- Juvenile recidivism is 19% or lower.
- 100% of employees* receive a performance evaluation annually that aligns with the department's strategic business plan.
- 100% of employees receive at least 12 hours of training annually that support them in their roles in the Juvenile Department as well as their professional development.
- 100% of employees receive at least 8 hours of "diversity, equity, and inclusion training"* annually.
- 100% of identified Strategic Results are measured and reported.

Lines of Business: Programs*

Public Safety: Custody Program

Purpose Statement*

The purpose of the Custody Program is to provide safety, security, supervision and transportation services to in-custody youth so they can be safe and commit no crimes while in custody.

Performance Measures*

Results:

- Zero in-custody youth file a complaint that is a substantiated Prison Rape Elimination Act* (PREA) violation.
- Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury.

Outputs:

Youth admissions in detention without person injury

in-custody youth who did not file a substantiated PREA* violation

Services: Listing begins on page 17

Public Safety: Assessment Program

Purpose Statement

The purpose of the Assessment Program is to provide assessment services to youth referred to the Department so they can be matched with the appropriate level of monitoring and services.

Performance Measures

Results:

- 95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs

Outputs:

Juvenile Crime Prevention Risk Assessments

Juvenile Crime Prevention Risk Assessment Quick Screenings

Services: Listing begins on page 17

Reformation: Evaluation and Treatment Services Program

Purpose Statement

The purpose of the Evaluation and Treatment Services Program is to provide targeted evaluation services, treatment referrals and skills groups referrals, and individualized case planning services to youth referred to the Department so they can successfully complete individualized case plan goals that promote positive change.

Performance Measures

Results:

- 95% of youth on probation* will have a case plan for services which addresses their individual risk and needs.
- 85% of identified² youth successfully complete Sex Offense Specific Treatment.

Outputs:

Individualized Case Plans developed
Sex Offense Specific referrals

Services: Listing begins on page 17

Reformation: Positive Youth Development Program

Purpose Statement

The purpose of the Positive Youth Development Program is to provide skill building opportunities, competency development, and community connection services to youth so they can experience positive change, and demonstrate skills to successfully transition to adulthood.

Performance Measures

Results:

- 85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision.
- 85% of youth develop enhanced competencies and life skills³ by the time they are no longer involved with the Juvenile Department.

²The term “identified youth” refers to the fact that every youth who is involved with the Department will have risks and needs which indicate that the youth needs to participate in Sex Offense Specific Treatment. Only youth who are individually identified as needing this particular type of treatment will be required to participate.

³ Measured by increased problem solving, improved decision-making, coping or empathy at case closure, as evidenced by the youth’s completion of a pre-test when beginning a skills group and a youth’s completion of a post-test at the completion of a skills group. The Clackamas County Juvenile Department offers several different skills groups and youth are referred to those group(s) based on the individual needs of the youth.

Outputs:

- # Skill groups provided
- # Community service hours achieved
- # Youth engaged in educational programming

Services: Listing begins on page 18

Accountability: Supervision Services Program

Purpose Statement

The purpose of the Supervision Services Program is to provide intervention, accountability, compliance monitoring, and support services to youth referred to the Department so they can understand the impact of their actions, repair harm, successfully complete supervision, and stop committing offenses.

Performance Measures

Results:

- 95% of youth successfully complete their restitution obligation.
- 95% of youth are crime free a year after participation in diversion* in the juvenile justice system.
- 95% of youth are crime free a year after being on a formal accountability agreement* with the juvenile justice system.
- 90% of youth are crime free a year after being on probation* in the juvenile justice system.
- 30% of youth have increased protective factors* on the Juvenile Crime Prevention Risk Assessment* instrument at case closure.
- 65% of youth have decreased risk factors* on the Juvenile Crime Prevention Risk Assessment instrument at case closure.
- 80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department.
- 70% of youth report they are respected and involved in their reformation.

Outputs:

- # Diversion cases
- # Formal Accountability Agreements
- # Court Probation cases

Services: Listing begins on page 18

Accountability: Victim Services Program

Purpose Statement

The purpose of the Victim Services Program is to provide restorative engagement services to victims and youth, so victims can be notified of court proceedings, youth pay and victims receive court-ordered restitution, and both can feel respected throughout the process.

Performance Measures

Results:

- 87% of juvenile property crime victims⁴ report they feel respected and informed by Juvenile Department staff.
- 80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue* services.

Outputs:

Victim surveys completed

Victim Offender Dialogue meetings

Services: Listing begins on page 19

Administration: Office of the Director Program

Purpose Statement

The purpose of the Office of the Director program is to provide strategic direction, leadership, resource management, administrative support, promote community engagement and collaboration, and continuous quality improvement services for the Juvenile Department so it can foster and sustain a high performance, responsive, and customer-focused culture and organization that contributes to community safety by effectively preventing and intervening in juvenile delinquency.

Performance Measures

Results:

- Juvenile recidivism is 19% or lower.
- 70% of identified Strategic Results are achieved.
- 100% of employees* receive a performance evaluation annually that aligns with the department's strategic business plan.

⁴ In Clackamas County, the District Attorney's Office provides Victims' services for Person Crimes (e.g. sex offenses, serious assaults, etc.).

- 100% of employees receive at least 12 hours of training annually that support them in their roles in the Juvenile Department as well as their professional development.
- 100% of employees receive at least 8 hours of “diversity, equity, and inclusion training”* annually.
- 98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system.

Outputs:

- # Annual performance evaluations
- # Juvenile Department trainings
- # Diversity, Equity, Inclusion trainings

Services: Listing begins on page 19

Administration: Policy, Performance & Research Program

Purpose Statement

The purpose of the Policy, Performance and Research Program is to provide strategic analysis, data reporting, planning, and comprehensive evaluation services to the Juvenile Department so it can measure the effectiveness of department programs, services, policies, operating procedures, and coordination of operational improvement projects and align its services with its mission and desired strategic results.

Performance Measures

Results:

- 100% of identified Strategic Results are measured and reported.
- 100% of identified Performance Measures results are measured and reported.

Outputs:

- # Strategic Results reported annually
- # Performance Measures reported annually

Services: Listing begins on page 20

Appendix

Glossary of Terms

To help participants and observers better understand this document, definitions of a number of key words and phrases used throughout the process are listed below.

Adjudication: The process by which the juvenile delinquency court judge or judicial officer determines that a juvenile is responsible for the offense that has been filed (the term “adjudicated” refers to the status of a youth who has been through the adjudication process).

Detention: The legally-authorized temporary custody of juveniles who are accused of illegal conduct subject to the jurisdiction of the juvenile court.

Diversion: An intervention for certain offenses of low risk offenders where youth are diverted from the formal juvenile court process and handled informally in their home communities. These community-based coordinated interventions hold the youth accountable and both the community and youth are able to see and experience the impact their actions had on those around them.

Diversity, Equity, and Inclusion Training: Training that addresses topics that include but are not limited to; race, ethnicity, national origin, micro-aggressions, gender, people with disabilities, LGBTQ+ individuals, implicit bias, cultural bias, and procedural fairness and justice.

Employee: For purposes of the annual training hours measure, an employee is a full time Clackamas County Juvenile Department employee.

Formal Accountability Agreement (FAA): A formal accountability agreement (FAA) is a statutory allowed agreement between the youth, family and juvenile court counselor which diverts the youth from the formal juvenile court process and allows for the youth’s case to be handled informally. The FAA has conditions which must be met, and may include services to be completed, restitution to be paid and community service hours to be performed.

Issue Statements: A statement summarizing an issue anticipated by the Juvenile Department that will have a significant impact on customers and/or services over the next several years. Including the issue description and, if unresolved, the projected impact on customers/services.

Juvenile Crime Prevention (JCP) Risk Assessment: A validated assessment tool utilized by all the Juvenile Departments in Oregon that is designed to identify a youth’s overall risk to re-offend, as well as an evaluation of certain factors (risk and protective –*see below definitions*) if present should be targeted to decrease the risk of re-offend.

Juvenile Justice System: When used in this context, refers to the primary community partners who interact with justice-involved youth such as: the Juvenile Department, law enforcement agencies, schools, the Court, the District Attorney’s Offices, etc.

Juvenile Recidivism: As a measure of public safety, juvenile recidivism is defined as a new criminal referral. A criminal referral is a law enforcement report to a juvenile department alleging one or more felony or misdemeanor acts (offenses).

Key Measures: A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.

Lines of Business: A set of programs that have a common purpose or result. Lines of business create the business profile of the department; they express in terms of broad result areas the particular mix of services an organization is offering to the public in order to achieve its mission.

Mission Statement: A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.

Performance Measures: A “family of measures” (group of measures) including:

Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.

Output: measures the amount of service provided or number of units produced or processed.

Personal Injury: In the context of this measure, “personal injury” is defined by having the category of incident description being either an “assault” or “peer fight”.

Prison Rape Elimination Act (PREA): Established in 2003 PREA is the first United States federal law passed dealing with the sexual assault of prisoners. It applies to both adults and juveniles.

Probation: A form of court-ordered supervision provided by a Juvenile Court Counselor for a specified time period with specific conditions to be completed by the youth.

Program: A set of services that have a common purpose or result.

Program Purpose Statement: Clear, concise and results-oriented statement bringing together the name, service provided, the customer and results customers are expected to experience.

Protective factors: Factors if present in a youth’s life decrease risk of committing future crime.

Restitution: Payment to victims for financial losses caused by the youth.

Risk factors: Personal traits, beliefs, characteristics of the environment, or conditions in the family, school, or community that are linked to youths’ likelihood of engaging in delinquency.

Services: Tangible and intangible deliverables that the program provides to customers.

Strategic Result: The significant results the department must accomplish over the next several years to proactively respond to critical trends, issues and challenges on the horizon.

Victim Offender Dialogue: Usually a meeting, in the presence of a trained facilitator, between the victim and offender, with the goal of discussing the impacts, and determining how to meaningfully address the harm resulting from the youth’s actions.

*List of Services**

Custody

- Detention transports
- Emergency Medical supervisions
- Pre-Adjudication Detention Bed Days
- Post-Adjudication Detention Bed Days
- In-custody supervisions
 - Holding supervisions
 - Court supervisions

Assessment

- Comprehensive Assessments
- Diversion Meetings
- Drug & Alcohol Assessments
- Drug Testings
- Juvenile Crime Prevention Risk Assessments
- Juvenile Crime Prevention Risk Assessment Quick Screenings
- Juvenile Sex Offender Assessments
- Mental Health Assessments
- Psychological Evaluations
- Psychosexual Evaluations
- Referrals for Mental Health Consultation
- Self-Harm Screenings
- Emergency Shelter Placements
- Substance Use Screenings
- Threat of Harm Assessments
- Violence Screenings

Evaluation and Treatment Service

- Drug and Alcohol Referrals (sent to Provider Partners)
- Drug and Alcohol Treatments
- Family Counseling Referrals
- Family Counseling Sessions
- Family Reunifications (Sex Offender Treatment)
- Mental Health Referrals
- Mental Health Treatments
- Program Referrals

- Residential Placement Referrals (Oregon Youth Authority)
- Resource Referrals
- Sex Offender Treatments
- Sex Offender Treatment Referrals
- Skills Groups Referrals
- Treatment Provider Consultations

Positive Youth Development

- Aggression Replacement Training (ART) Skills Group Sessions
- Apprenticeship Placements
- Boys Council Groups
- Career Consultations
- Career Exploration Sessions
- CERTS (Consent, Equality, Respect, Trust, Safety) Skills Group Sessions
- Community Service Placements
- Community Service Hours
- Coping Skills Sessions
- GED (General Educational Development) Facilitation Sessions
- Girls Circle Groups
- High School Earned Credits
- High School Credit Consultations
- Hosted Internships
- Interview Skills Sessions
- Job Application Cover Letters
- Job Placements
- Life Skills Groups
- Restitution Repayment Opportunities
- Resumes
- Skills Group Sessions
- Supervised Community Service Hours
- Cognitive Behavioral Skills Groups
- Vocational Placements
- Intern and Volunteer Evaluations
- Intern and Volunteer Orientations

Supervision Services

- Case Plans
- Client Records
- District Attorney Consultations

- Supervised Diversion Agreements
- Diversion Conferences/Meetings
- Family Meetings
- Fingerprints and Photographs
- Formal Accountability Agreements
- Interventions
- Juvenile Electronic Monitoring Devices
- Letters of Responsibility
- Probation Conditions
- Safety Contracts
- Sanctions
- School/Education Consultations
- Sex Offender Safety Contracts
- Urine Analyses (UAs)
- Wraparound sessions/ consultations
- Youth Meetings and Check-ins
- Youth Service Teams School Meetings/Conversations

Victim Services

- Contacts with Victims
- Victim Notification Letters
- Sexual Assault Advocates Contacts
- Victim Offender Dialogue Meetings
- Victim Advocate Contacts
- Victim Reparations
- Victim Impact Reports
- Victim Surveys

Office of the Director

- Billings
- Board Staff Reports
- Budget Consultations
- Contract Approvals
- Contracts, Inter-Governmental Agreements (IGAs), Memorandum of Understandings (MOUs)
- Diversity, Equity, Inclusion Training Sessions
- Equity & Diversity Council Representations
- Executive Management Team Representations
- Grants Compliance Reports

- Human Resources Consultations
- Interagency Meeting Invitations
- JJIS Data and Evaluation Committee Representations
- JJIS Security Contracts
- JJIS Steering Committee Representations
- Juvenile Justice Leadership Network Representations
- Local Public Safety Coordinating Council Representations
- Management Meetings
- Management Team Reports
- Meeting Agendas
- Meeting Arrangements/Coordinations
- Meeting Notes
- Organizational Charts
- Performance Evaluations
- Policy Consultations
- Program Development Consultations
- Supervisor Project Completions
- Partner Agency Trainings (Restorative Justice Trainings)
- Partnership Agreements
- Restorative Justice Training Sessions
- Working with Youth in the Community Training Sessions

Policy, Performance & Research Program

- Analyst Project Completions
- Annual Reports
- Ad hoc Reports
- Data & Research Presentations
- Data Collection Design Consultations
- Data Methodology Consultations
- Data Visualizations
- Infographics
- Implementation Reports
- Parent and Guardian Respect & Involvement Surveys
- Program Evaluation Reports
- Strategic Initiative Planning Sessions
- Strategic Implementation Consultations
- Strategic Initiative Goal & Objectives Consultations
- Youth Respect & Involvement Surveys