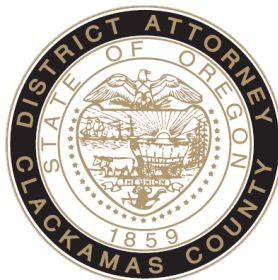


# Strategic Business Plan

## Clackamas County District Attorney

### Performance Clackamas

*Implementation: July 01, 2020*



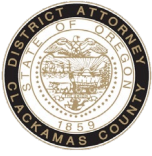


# Strategic Business Plan

---

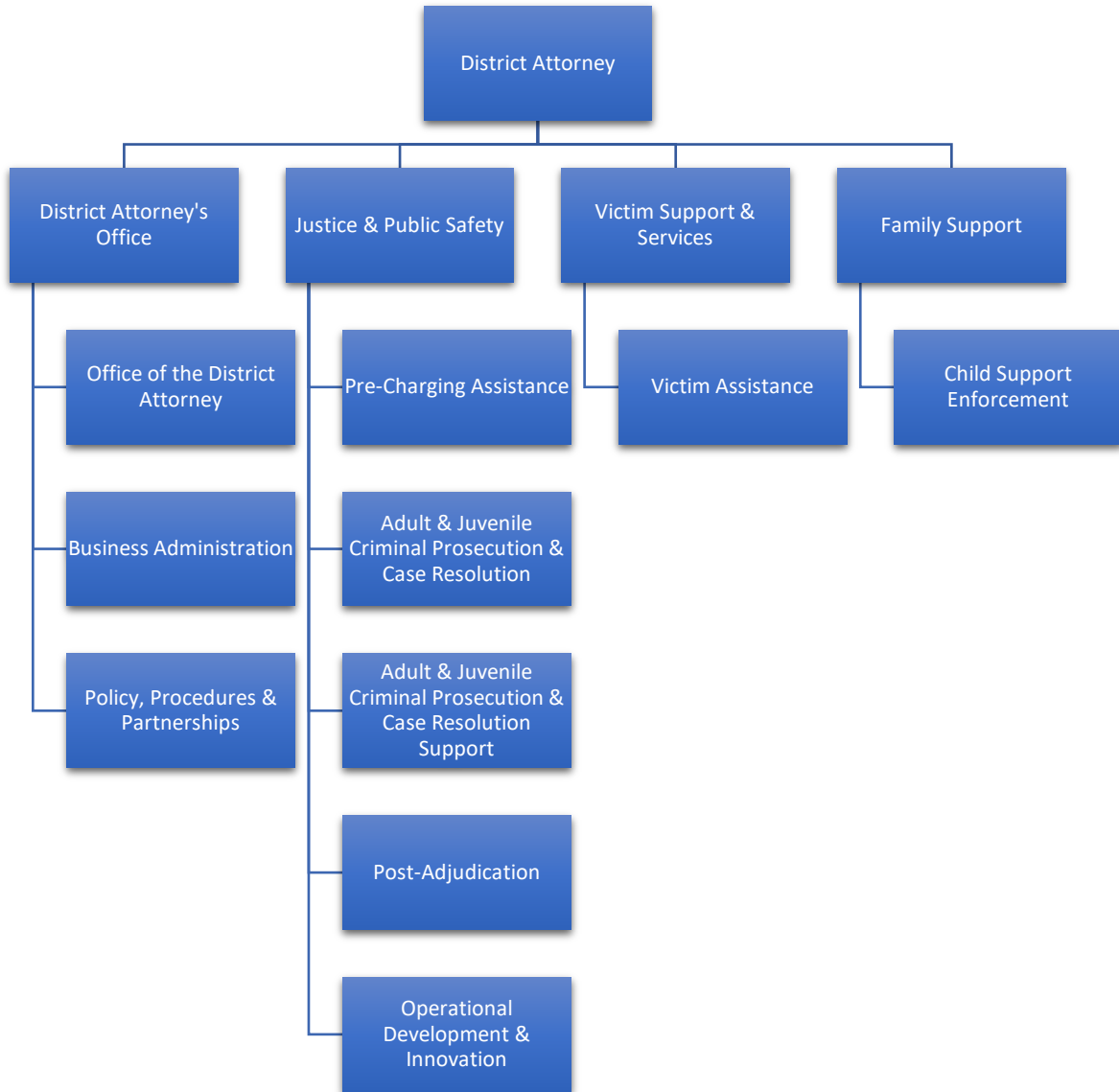
## Table of Contents

|  |    |
|--|----|
| ORGANIZATIONAL CHART .....   | 3  |
| FEDERAL, STATE AND LOCAL MANDATES .....  | 4  |
| MISSION STATEMENT .....  | 4  |
| ISSUE STATEMENTS.....  | 5  |
| STRATEGIC RESULTS.....   | 8  |
| LINES OF BUSINESS.....   | 9  |
| Justice & Public Safety.....   | 9  |
| Victim Support & Services .....  | 10 |
| Family Support* .....  | 10 |
| District Attorney's Office.....  | 10 |
| PROGRAMS.....  | 11 |
| <b>Justice &amp; Public Safety</b> .....   | 11 |
| <i>Pre-Charging Assistance</i> .....   | 11 |
| <i>Adult &amp; Juvenile Criminal Prosecution &amp; Case Resolution</i> .....         | 11 |
| <i>Adult &amp; Juvenile Criminal Prosecution &amp; Case Resolution Support</i> ..... | 12 |
| <i>Post-Adjudication</i> .....   | 13 |
| <i>Operational Development &amp; Innovation</i> .....                                | 13 |
| <b>Victim Support &amp; Services</b> .....   | 14 |
| <i>Victim Assistance</i> .....   | 14 |
| <b>Family Support</b> .....  | 14 |
| <i>Child Support Enforcement*</i> .....  | 14 |
| <b>District Attorney's Office</b> .....  | 15 |
| <i>Office of the District Attorney</i> .....   | 15 |
| <i>Business Administration</i> .....   | 16 |
| <i>Policy, Performance &amp; Partnerships</i> .....                                  | 16 |
| LIST OF SERVICES .....   | 17 |
| GLOSSARY OF TERMS.....   | 26 |



# Strategic Business Plan

## ORGANIZATIONAL CHART





# Strategic Business Plan

---

## FEDERAL, STATE AND LOCAL MANDATES

### DISTRICT ATTORNEY AS *THE* ELECTED PUBLIC PROSECUTOR

Pursuant to Federal and State law\* and Article 1 of the Oregon Constitution, functions The elected District Attorney is responsible for are prosecuting adult and juvenile offenders, providing services to crime\* victims and to local families in need of Child Support enforcement\* and collection services for parents entitled to receive support.

These responsibilities divide into four Lines of Business. Each Line of Business breaks out responsibilities into Programs. These Programs meet the ethical and legal obligations of the District Attorney's office, align with the priorities of the District Attorney's Office, and support the County's 2017 Strategic Business Plan priorities.

A prosecutor is an independent administrator of justice whose primary responsibility is to seek justice.

## MISSION STATEMENT

The mission of the Clackamas County District Attorney is to provide leadership, support, and criminal justice services to the community and crime victims so they can experience justice and safety.

**NOTE:** Several words and terms used throughout this document are further defined in the "Appendix – Glossary of Terms" section which begins on page 26. 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.



# Strategic Business Plan

---

## ISSUE STATEMENTS

- 1. A weak statutory definition of “evidence based practices”\* and a lack of rigorous scientific evaluations of programs that claim to reduce crime through evidence based practices, unless addressed will result in:**
  - A waste of taxpayer money on programs that are not scientifically proven to reduce crime or change criminal behavior.
  - Increased crime rates and recidivism\*.
  - Increased victimization.
  - Lack of public trust and confidence.
  - Lack of sense of safety in communities.
  - Increased fear in the community and in victims.
  
- 2. The criminal justice\* system is failing to meet public expectations in regards to reducing recidivism and crime, and if not addressed this will result in:**
  - Continuing to invest criminal justice dollars in programs that do not work.
  - Less funding for programs that effectively reduce recidivism and crime.
  - Lack of public trust/confidence in the system especially among victims of crime.
  - The public does not understand the need for a balance for incarceration\*.
  - Repeat offenders prematurely returned to the community.
  - Potential for increasing the risk for victimization.
  
- 3. The erosion of ‘Truth in Sentencing’ through Earned Time Credit\*, Short Term Transitional Leave and Alternative Imprisonment Programs\*, if not addressed will result in:**
  - Diminished public trust and confidence in the Criminal Justice System.
  - Victims feeling betrayed and/or lack of justice\*.
  - Misleading outcomes when the court issues a sentence to a defendant.



## Strategic Business Plan

---

**4. The lack of a communication strategy and plan to educate and inform the public on the criminal justice system, if not addressed will result in:**

- Legislators continuing to generate policy that produces unjust laws and creates unintended outcomes/consequences.
- Erosion of public trust.
- Reduced funding for necessary services.
- Unrealistic expectations outside of our influence or control.
- Increased trauma to victims.
- Limited understanding about the role and impact the DA's office has on public safety.

**5. The lack of operational infrastructure to support direct services, if not addressed will result in:**

- Financial risk that affects public services and prosecutorial functions, and victim advocacy.
- Erosion of trust by public, community partners and law enforcement.
- Delays in providing justice.
- Misaligned resource allocation that is not the best use of public dollars.
- Decline in work quality and efficiency.
- Lack of operational resiliency.

**6. Crime victims\* often come from vulnerable populations where accessing information is often made difficult by circumstances, which then make it difficult to deliver important information affecting them or their case, which if not addressed will result in:**

- Victims may not have timely access to information they are constitutionally entitled to receive.
- Victims can receive misinformation that can increase their levels of fear and trauma.
- Erosion of trust that leads to lack of participation in the criminal justice system.
- Justice not served.



## Strategic Business Plan

---

**7. State Criminal Justice Policies are driving the rising crime and recidivism rates, placing increased demands and pressure on the system, if not properly addressed will result in:**

- Increased workloads on police, prosecutors, courts, advocates, jails and prisons
- Unsafe communities
- Reduced sense of justice by the public
- Increased financial and operational pressure, which erodes confidence in the criminal justice
- More victimization

**8. The courthouse size and design is inadequate to address the modern needs of Clackamas County and the public, which if not addressed will result in:**

- Delays in resolving cases, untimely justice, and prolonged danger to victims and to the community.
- An increase in the number of defendants who fail to appear for hearings.
- An increased cost to law enforcement agencies and the judicial system\*.
- Erosion in public trust in the criminal justice systems.
- A potential for catastrophic injury and cessation of services.

**9. The direction of the State's Child Support Program, including implementation of a new computer system and culture shift to remove data accessibility for District Attorney offices who provide services on its behalf, if not addressed this will result in:**

- Diminished services including the delivery of much needed dollars to the families in our county who rely on child support to support their children.
- Inaccurate performance information related to our collection rates that directly tie to the amount of federal dollars we receive to support the program and may negatively affect our federal funding dollars.
- The State sending out inaccurate information under the District Attorney's name without consent or authorization.
- Obligees\* and Obligor\* losing confidence and trust that they will receive support payments due to them and the system as a whole.



## Strategic Business Plan

---

**10. The lack of focus on identifying and tracking performance goals and outcomes that accurately reflect what we do and what we seek to achieve, if not addressed will result in:**

- Office culture that does not focus on the people we serve.
- Public not getting the public safety outcomes they want.
- Inability to maintain a culture of constant improvement.
- Inability to advocate effectively for better criminal justice policies in the county.

## STRATEGIC RESULTS

**1. By 2020 our community will experience justice as a result of honoring the rights of all in each criminal case, as evidenced by:**

- 100% of potentially exculpatory\* evidence in which we are aware will be provided to defense council without delay.
- 100% of evidence will be provided to defense counsel through Discovery\* within three business days after receipt.
- A committee of specially trained experienced Ballot Measures 11 and 57\* deputy district attorneys to ensure fair and consistent sentencing practices staff 100% of cases containing criminal charges that fall under Ballot Measures 11 and 57. The Chief Deputy District Attorney chairs sentences under Ballot Measure 11 and a Senior Deputy District Attorney chairs sentences under Ballot Measure 57.

**2. By 2022, Clackamas County will experience the highest quality of legal representation in criminal cases through the creation of a solid operational infrastructure to support direct services as evidenced by:**

- 100% new and supplemental intake is entered within 24 hours of receipt.

**3. A criminal justice system where information is shared to inform decision making by bringing the executive and judicial branches of government together to:**

- Develop and execute a Communication plan that informs the public how our work affects the community and how the criminal justice system works by 2021.
- Report on crime, recidivism and truth in sentencing by 2025.





## Strategic Business Plan

---

#### 4. Victims of domestic abuse\* will be safe as evidence by:

- 2024, 80% of victims of Domestic Violence\* will not experience further abuse following their initial report. (County Plan Result 2020)
- 2023, the District Attorney's office will produce a report regarding the # of domestic violence reports submitted to our office by Vulnerable Persons populations.

## LINES OF BUSINESS

### Justice & Public Safety

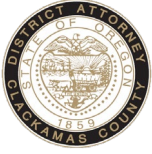
The purpose of the Justice & Public Safety Line of business is to provide adult and juvenile criminal prosecution and support services to the public, crime victims, courts and law enforcement so they can experience and deliver justice, fairness and public safety.

#### Programs:

- **Pre-Charging Assistance**
- **Adult & Juvenile Criminal Prosecution & Case Resolution**
- **Adult & Juvenile Criminal Prosecution & Case Resolution Support**
- **Post-Adjudication**
- **Operational Development & Innovation**

#### Key Measures:

- By 2020, a committee of specially trained experienced Ballot Measures 11 and 57 deputy district attorneys to ensure fair and consistent sentencing practices staff 100% of cases containing criminal charges that fall under Ballot Measures 11 and 57. The Chief Deputy District Attorney chairs sentences under Ballot Measure 11 and a Senior Deputy District Attorney chairs sentences under Ballot Measure 57.
- 60% of offenders enrolled in Drug and DUII Diversion Specialty Courts who are not arrested for committing a new crime within 3 years of leaving, or finishing the program.



# Strategic Business Plan

---

## Victim Support & Services

The purpose of the Victim Support & Services Line of Business is to provide 24/7 comprehensive, collaborative advocacy, consultation, and victim rights services to crime victims and their families, prosecutors, and law enforcement so they can experience and provide a meaningful role in the criminal justice process, be safe, and be treated fairly, impartially, with dignity, and respect.

**Program:**

- **Victim Assistance**

**Key Measures:**

- 100% of available victims will be notified of their rights within 10 days of arraignment.

## Family Support\*

The purpose of the Family Support Line of Business is to provide establishment, enforcement, and case management services to families so they can support their children.

**Programs:**

- **Child Support Enforcement**

**Key Measures:**

- 78% of support owed to families is received
- Cost effectiveness of program

## District Attorney's Office

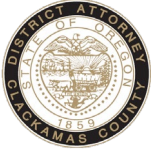
The mission of the Clackamas County District Attorney is to provide leadership, support, and criminal justice services to the community and crime victims so they can experience justice and safety.

**Programs:**

- **Office of the District Attorney**
- **Business Administration**
- **Policy, Performance and Collaboration**

**Key Measures:**

- At least 20% of Clackamas County criminal justice programs based on rigorous scientific research



# Strategic Business Plan

---

## PROGRAMS

### Justice & Public Safety

#### ***Pre-Charging Assistance***

##### **Purpose Statement**

The purpose of the Pre-Charging Assistance Program is to provide legal analysis, assessment, and consultation services to law enforcement and community partners so they can make timely decisions consistent with the law.

##### **Performance Measures**

##### **Results:**

- 100% of law enforcements requests for after hour Deputy District Attorney assistance are answered within 30 minutes.

##### **Outputs:**

- # homicide and major crime responses
- # of vehicular homicide responses
- # officer involved shooting responses

**Services:** Listing begins on Page 17

#### ***Adult & Juvenile Criminal Prosecution & Case Resolution***

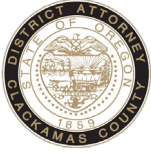
##### **Purpose Statement**

The purpose of the Adult & Juvenile Criminal Prosecution & Case Resolution Program is to provide case review, charging decisions, negotiation, and litigation services to victims, witnesses, the public, law enforcement, and defendants so they can experience justice, fairness, and public safety.

##### **Performance Measures**

##### **Results:**

- 95% of victim's rights requested will be honored and protected to include providing information to the victim that allows them to make informed choices and have a meaningful role in the criminal justice system.
- By 2020, a committee of specially trained experienced Ballot Measures 11 and 57 deputy district attorneys to ensure fair and consistent sentencing practices staff



# Strategic Business Plan

---

100% of cases containing criminal charges that fall under Ballot Measures 11 and 57. The Chief Deputy District Attorney chairs sentences under Ballot Measure 11 and a Senior Deputy District Attorney chairs sentences under Ballot Measure 57. (Strategic Result #1)

- 2024, 80% of victims of Domestic Violence\* will not experience further abuse following their initial report. (Strategic Result #4, County Plan Result 2020)
- By 2023, the District Attorney's office will produce a report regarding the # of domestic violence reports submitted to our office by vulnerable populations. (Strategic Result #4)
- 100% of potentially exculpatory\* evidence in which we are aware will be provided to defense council without delay. (Strategic Result #1)

## **Outputs:**

- # case review
- # Misdemeanor Charged
- # Felony Decline Memos
- # hearings conducted
- # trials conducted
- # Grand Jury\* presentations
- **Services:** Listing begins on Page 17

## ***Adult & Juvenile Criminal Prosecution & Case Resolution Support***

### **Purpose Statement**

The purpose of the Adult & Juvenile Criminal Prosecution & Case Resolution Support Program is to provide statutory and deadline compliance, legal assistance, and case management services to our community, the District Attorney's Office, and those who engage with the criminal justice system so they can experience efficient, professional, and high quality criminal prosecution of cases.

### **Performance Measures**

#### **Results:**

- 100% of evidence will be provided to defense counsel through Discovery\* within three business days after receipt (Strategic Result #1)
- 100% new and supplemental intake is entered within 24 hours of receipt (Strategic Result #2)



# Strategic Business Plan

---

## **Outputs:**

- # case management documents produced, processed and/or filed
- **Services:** Listing begins on Page 18

## ***Post-Adjudication***

### **Purpose Statement**

The purpose of the Post-Adjudication Program is to provide post-conviction legal advocacy services to the Court, specialty courts, parole board psychiatric security review board and the Department of Justice so they can ensure compliance with orders of the court and the law.

### **Performance Measures**

#### **Results:**

- % of offenders enrolled in Drug and DUII Diversion Specialty Courts who are not arrested for committing a new crime within 3 years of enrolling, leaving, or finishing the program.

#### **Outputs:**

- # offenders who return over a 3 year period who enrolled in Drug or Driving Under the Influence of Intoxicants (collectively) diversion specialty court sentence.
- **Services:** Listing begins on Page 19

## ***Operational Development & Innovation***

### **Purpose Statement**

The purpose of the Operational Development and Innovation Program is to provide continuous performance improvement solution services to the Clackamas County District Attorney's Office so they can pursue justice for and provide services to victims, witnesses, law enforcement, and the community.



# Strategic Business Plan

---

## **Performance Measures**

### **Results:**

- ++% of submissions responded to within 1 business day (DAHelp or other ticketing system)
- ++% of products/solutions developed meet the pre-determined acceptance criteria products/solutions (unique list of requirements that consider a project increment complete)

### **Outputs:**

- # submissions addressed or resolved (DAHelp or other ticketing system)
- # solutions provided
- **Services:** Listing begins on Page 20

## **Victim Support & Services**

### *Victim Assistance*

#### **Purpose Statement**

The purpose of the Victim Assistance Program is to provide comprehensive, collaborative advocacy, consultation, and victim rights services to crime victims and their families, so they can experience and provide a meaningful role in the criminal justice process.

#### **Performance Measures**

##### **Results:**

- 100% of available victims will be notified of their rights within 10 days after arraignment

##### **Outputs:**

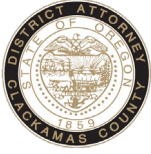
- # personal advocacy contacts
- **Services:** Listing begins on Page 21

## **Family Support**

### ***Child Support Enforcement\****

#### **Purpose Statement**

The purpose of the Child Support Enforcement Program is to provide services to families that ensure they receive the funds to which they are entitled to support their family.



# Strategic Business Plan

---

## **Performance Measures**

### **Results:**

- 78% of support owed to families is received
- Cost effectiveness of program

### **Outputs:**

- # Families served
- \$ Support disbursed
- # Support orders established
- **Services:** Listing begins on Page 22

## District Attorney's Office

### ***Office of the District Attorney***

#### **Purpose Statement**

The purpose of the Office of the District Attorney Program is to provide strategic planning, allocation of resources, and continuous quality improvement services to the employees of the District Attorney's office so we can establish and maintain a high level of performance through efficient office operations in support of direct services, and work effectively with community partners and stakeholders.

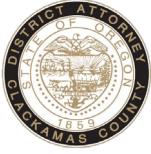
#### **Performance Measures**

##### **Results:**

- 80% Operational and strategic results achieved as outlined in this document
- Report on crime, recidivism and truth in sentencing by 2025 (Strategic Result #3)

##### **Outputs:**

- # Cases prosecuted
- # Victims served
- **Services:** Listing begins on Page 23



# Strategic Business Plan

---

## ***Business Administration***

### **Purpose Statement**

The purpose of the Business Administration Program is to provide human resources, finance, facilities, records, and emergency management support services to employees of the District Attorney's Office so they can administer fair, impartial, and swift justice through delivery of high quality legal representation.

### **Performance Measures**

#### **Results:**

- 100% witness fees paid within 30 business days of receipt

#### **Outputs:**

- # witness fee payments issued
- **Services:** Listing begins on Page 24

## ***Policy, Performance & Partnerships***

### **Purpose Statement**

The purpose of the Policy, Practices, & Partnerships Program is to provide education, consultation, and training services to law enforcement, community partners, and the public so they can be aware of criminal justice issues and develop best practices to enhance justice and improve public safety.

### **Performance Measures**

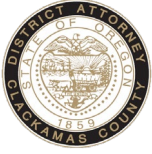
#### **Results:**

- By 2020, members of the criminal justice system will help train each other's staff on how their part of the system operates.
- By 2021 develop and execute a Communication plan that informs the public how our work impacts the community and how the criminal justice system. (Strategic Result #3)

#### **Outputs:**

- # Multi-Disciplinary Team (MDT)\* meetings conducted.
- **Services:** Listing begins on Page 25





# Strategic Business Plan

---

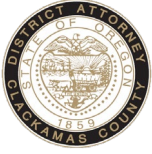
## LIST OF SERVICES

### ***Pre-Charging Assistance***

- After hour call responses
- After hours legal consultations
- Case and investigation consultations
- Grand jury records subpoenas
- Homicides responses
- Inter-agency task force responses
- Major case briefings
- Officer-involved shooting consultations and responses
- Pager duty
- Public inquiry responses
- Vehicular homicides responses
- Warrant reviews

### ***Adult & Juvenile Criminal Prosecution & Case Resolution***

- Case review
- Case set up
- Misdemeanor Charged
- Community prosecution
- Felony Decline Memos
- Defense attorney contact
- Docket appearances
- Follow up investigations
- Multi-disciplinary team partnerships
- Discovery
- Grand Jury presentations
- Human trafficking
- Juvenile processes and procedures
- Law enforcement assisted diversion partnerships
- Pre-trial release
- Specialty court staffing's
- Victim consultations
- Witness preparations



# Strategic Business Plan

---

*LIST OF SERVICES cont.*

## ***Adult & Juvenile Criminal Prosecution & Case Resolution Cont.***

- Memoranda
- Motion practice and hearings
- Personal service of witness subpoenas
- Plea negotiations
- Review supplemental law enforcement reports and evidence
- Sentencing hearings
- Trials

## ***Adult & Juvenile Criminal Prosecution & Case Resolution Support***

- Arraignment letters
- Case information follow up
- Case intake
- Case timeline management
- Charging documents
- Court documents
- Customer documents
- Customer engagements
- Decline memos
- Discovery
- Docket preparations
- Evidence requests
- Expungements
- Fugitive holds
- Grand Jury
  - Juror call backs
  - Witness call backs
  - Emotional support sessions
  - Motions
  - Orientation
  - Parking pass management
  - Records request and management
  - Schedule management
  - Supplies stocked
- In-custody arraignment docket preparations
- Juvenile Process and Procedure



# Strategic Business Plan

---

*LIST OF SERVICES cont.*

## ***Adult & Juvenile Criminal Prosecution & Case Resolution Support Cont.***

- Judgment reports
- Jury questionnaires
- Mail distributions
- Mailings
- Motion to arrest
- Out of state witness documents
- Pre-trial documents
- Probation violation documents
- Procedural information
- Redactions
- Referrals
- Subpoenas
- Telephone inquiry responses
- Transport orders
- Transportation arrangements
- Trial exhibit preparations
- Video arraignments
- Video testimonies

## ***Post-Adjudication***

- Appeals
- Community court
- Domestic violence deferred sentencing program
- Drug court
- Drug or Driving Under the Influence of Intoxicants diversion specialty court sentences and enrollments
- Expungements
- Juvenile drug court
- Mental health court
- Parole Board
- Post-Conviction Relief
- Probation Violations
- Psychiatric Security Review Board



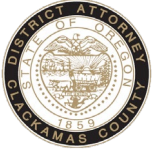
# Strategic Business Plan

---

*LIST OF SERVICES cont.*

## ***Operational Development & Innovation***

- Analysis reports
- Articles
- Customized reports
- DAHelp requests
- DAHelp responses
- Data collection plans
- Digitized documents
- Digitized work flows
- Document updates
- Hardware installation
- Implementation evaluations
- Implementation plans
- Issue scans
- Listening sessions
- Management consultation
- Meeting facilitations
- Off boarding employees (tech and security)
- On boarding employees (tech and security)
- Operational processes
- Pre-Determined acceptance criteria products / solutions
- Priorities list
- Process consultations
- Process documentations
- Process evaluations
- Recommendations
- Report templates
- Research reports
- Routine operational reports
- Software installation
- Software updates
- Technology research and analysis
- Test results
- Training sessions
- TS consultations
- Written procedures



# Strategic Business Plan

---

*LIST OF SERVICES cont.*

## **Victim Assistance**

- 24/7 phone support
- Communication records
- Criminal justice system explanations
- District Attorney case consultations
- District Attorney victim communication liaisons
- Emergency financial support contacts
- Grant applications
- Grant fund reports
- In-person advocacy
- District attorney meetings
- Emergency responses
- Family Justice Center
- Hearings and trials
- Hospitals
- Police stations
- Victim's Assistance Office
- Law enforcement case consultations
- Law enforcement victim communication liaisons
- Liaisons with other advocate groups
- Manage and maintain volunteer program
- Multi-disciplinary groups liaisons
- Notifications of hearings and decisions/outcomes
- Personal advocacy contacts
- Post-conviction advocacy resources and referrals
- Protective order information and support
- Restitution information and advocacy
- Safety plans
- Sentencing information/outcomes
- Telephone advocacy contacts
- Victim's rights advocacy
- Victim's rights notifications
- Victims continuous engagement activities



# Strategic Business Plan

---

*LIST OF SERVICES cont.*

## **Child Support Enforcement**

- 10 day demand letter
- Arrears determinations
- Arrears hearings
- Arrest warrants
- Case agent assignments
- Case application forms
- Case assessments
- Case closures
- Case number
- Contempt deferred sentences
- Contempt filings
- Contempt orders
- Credit bureau notifications
- Direct payments credits
- Employee support services
- Financial exams
- Garnishments
- Hardship agreements
- Health insurance orders
- Income withholding orders
- Jail sentences
- Job search requirements
- License suspension hearings
- License suspensions
- Non-payment reminders
- On-line account access
- "Parents are Consistently There" classes
- Passport restrictions
- Paternity establishments
- Paternity reopenings
- Paternity testings
- Payment agreements
- Personal contacts
- Probation compliance hearings
- Probation compliance meetings
- Probation terminations

*LIST OF SERVICES cont.*



# Strategic Business Plan

---

## ***Child Support Enforcement Cont.***

- Probation violation reports
- Process explanations
- Satisfactions of support paid
- Support orders established
- Support disbursements
- Support due records
- Support hearings

## ***Office of the District Attorney***

- Budget presentations
- Employee evaluations
- Performance reports
- Policies Developed or Amended
- Policy manual updates
- Program Performance Reviews

## ***Business Administration***

- Law library resources
- Policies and procedures
- New courthouse space planning information request responses
- BOARD OF COUNTY COMMISSIONERS / COUNTY ADMINISTRATION / COUNTY COUNSEL
  - Executive management team meeting reports
  - BCC business meeting packets
  - Task force consultations and recommendations
- EMERGENCY MANAGEMENT
  - Continuity of Operations Plans (COOP)
  - Safety and security drills
  - Safety committee meeting facilitations and minutes
- FINANCE
  - Accounts receivables deposits
  - Budget consultations
  - Budget scenarios and projections
  - Budget training sessions
  - Budget updates
  - Budget, grants, and contract inquiry responses
  - Contract performance and expense verifications



# Strategic Business Plan

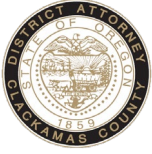
---

*LIST OF SERVICES cont.*

## ***Business Administration Cont.***

- Contract reviews and submittals
- Employee travel arrangements
- Facilities (County and other building owners) service request submissions and status checks
- Grant time cost reports
- Employee travel arrangements
- Facilities (County and other building owners) service request submissions and status checks
- Grant time cost reports
- Grants report verifications
- Invoice payments
- Issued checks
- Leave exception reports
- Leave request approvals
- Office supplies
- Post office item drops
- Procurement card reconciliations
- Subpoena payments
- Time sheet approvals
- Witness fee payments issued
- Witness travel arrangements
- HUMAN RESOURCES
  - Benefits administration inquiry responses
  - Employee and labor relations consultations
  - Employee and labor relations issue resolutions
  - Employee complaint responses
  - Employee evaluations
  - Job applicant subject expertise testing sessions
  - Job classifications
  - Job postings
  - Job selection interviews
  - New employee certifications
  - New employee technology set ups
  - New employee training plans
  - Personnel action forms
  - Personnel files
  - Risk management, unemployment, and tort claims inquiry responses





# Strategic Business Plan

---

*LIST OF SERVICES cont.*

## **Business Administration Cont.**

- Workforce plans
- RECORDS MANAGEMENT
  - Records retention plans

## **Policy, Performance & Partnerships**

- Children center board
- Children center policy committee
- Children's center case review
- Family justice center operations committee
- Family law advisory committee
- Family support DA oversight
- Juvenile evidence based practice model.
- Law enforcement assisted diversion.
- Multi-disciplinary Team:
  - Child abuse
  - Human trafficking
  - Sexual assault response team
  - Healthy boundaries and behavior
  - Vulnerable adults
  - High risk response
  - Domestic violence fatality review
  - Vehicular major crimes
  - Human trafficking enforcement
- Neighborhood Livability Project.
- Origin\* work groups
- Overland park steering committee
- Standing committees
  - Cross over youth practice model
  - Dependency and delinquency
  - Local public safety coordination council
  - Major crime team
  - Mental health
  - Multi-system collaborative
  - Opioid attended youth
  - Pre-trial
  - Strangulation response initiative



# Strategic Business Plan

---

## GLOSSARY OF TERMS

To help readers gain a better understanding of this document, below are the definitions of key words and phrases that we reference throughout this process.

Abuse/Domestic Violence (DV): Criminally causing physical injury, placing another person in fear of imminent serious physical injury or committing sexual assault of an adult family household member or sexually intimate partner.

Alternative Incarceration Programs (AIP): Programs provided by the Oregon Department of Corrections that, if successfully completed, allow the inmate's court ordered prison sentence to be reduced by 20%.

Ballot Measures 11 and 57: Ballot initiatives overwhelmingly passed by Oregon voters that enhance prison sentence for certain crimes. Ballot Measure 11 was passed in 1994 and increased sentences for approximately 20 violent person crimes. Ballot Measure 57, passed in 2008) increased sentences for some serious repeat felony "career" property offenders. Crimes covered by this initiative included, burglary, both residential and commercial, auto theft and identity theft. In the 2017 legislative session, the legislature removed identify theft from measure 57. In 2019, the Oregon legislature removed violent juvenile offenders between the ages of 15 and 18 from measure 11.

Child Support Enforcement: See Family Support Program.

Crime: Violations of Oregon's criminal statutes that are reported to law enforcement agencies.

Criminal Justice System: Refers to the interconnected system that includes law enforcement, district attorneys and their deputies, defense attorneys, courts, probation and parole.

Crime Victim: A person who has had a crime committed against them or a family member.

Discovery: Once a case is filed in court, all the evidence available to the prosecution that is required to be turned over to the charged defendant pursuant to ORS 135.815.

Domestic Violence (DV): Abuse between spouses, adult persons related by blood or marriage, persons who have cohabitated or are currently cohabitating with each other, or who have been involved in a sexually intimate relationship and unmarried parents of minor children.

Earned Time Credit: Reductions in the length of prison sentences awarded to prison inmates by the Oregon Department of Corrections. They can range up to as much as 30% less than the sentence originally ordered in Court



# Strategic Business Plan

---

## *GLOSSARY OF TERMS cont.*

**Evidence Based Practices:** As defined in ORS\* 182.515, programs designed to reduce crime that are based upon “scientifically based research” as defined in the same statute. See below for a short definition of “scientifically based research”\* and why the current definition is woefully inadequate.

**Exculpatory Evidence:** Impeachment evidence and evidence that “tends to justify or exonerate a defendant’s criminal conduct or intent” and, if meeting that definition, must be turned over to the defendant promptly upon discovery.

**Family Support:** Also referred to as child support. The part of the county DA’s Office that has the responsibility to collect court ordered child support for needy families and children. In addition, the Oregon Department of Justice also carries responsibility to collect child support for needy families. The offices are most effective when they work together collaboratively.

**Grand Jury:** A body of seven citizens, randomly selected by the court, which meet in secret session to review felony criminal cases within the county. Their service is one month. Felony cases can be indicted by either a grand jury or a by a preliminary hearing. Almost all felony cases in Clackamas County are indicted by a grand jury.

**Incarceration:** Serving a sentence in a state prison or a local jail. Most commonly refers to prison sentences.

**Judicial System:** Refers to the process of cases moving through the court process, from initial charging through to verdicts, sentencing and community supervision.

**Justice:** Most commonly referred as the desired outcome of a criminal case. For crime victims, most commonly refers to what is viewed as crimes of conviction that fairly represent the criminal offenses committed against the victim(s) and a sentence that is viewed as proportional to the crimes committed and the offenders criminal history.

**Law:** Created either by the state legislature, congress or through individual cases by state and appellate courts. The District Attorney’s Office is ethically and legally required to enforce the laws of Oregon as passed by the legislature and interpreted by the courts.

**Multi-Disciplinary Team (MDT):** There are variety of criminal justice MDT’s, including the areas of child abuse, vulnerable adult abuse and sex trafficking. Sometimes they are required by statute, such as a Child Abuse and Vulnerable Adult MDT’s. They are often a vehicle used to distribute state revenue to governmental and non-profits organizations that provide services for victims of those crimes.



## Strategic Business Plan

---

### *GLOSSARY OF TERMS cont.*

**Obligees:** The parent to whom child support is legally owed for the financial support of their child.

**Obligors:** The parent who is obligated by court order to pay child support to the other parent.

**Origin:** The new child support case manager system implemented by the Oregon Department of Justice. Every District Attorney's Office in Oregon that collects child support must work through and with this new system.

**Oregon Criminal Justice Commission (CJC):** A statutorily created (ORS 137.654) group with a board consisting of nine members, most of whom are politically appointed. The Executive Director is appointed by the Governor. The CJC awards grants from the legislature and develops methods of measuring performance, specifically in the areas of recidivism and crime.

**Oregon Revised Statutes (ORS):** as passed by the Oregon legislature.

**Randomized Controlled Trials (RCT)\*:** the most accurate and rigorously scientific method to measure whether program effectiveness. Randomization into two groups with similar characteristics is the most scientific method determine if it is the program that causes the results, rather than any other factor. Without randomization it is very difficult to determine if the program is the cause of the outcomes. They are most commonly used in the scientific field of medicine. They have been resisted in the field of criminal justice for decades but are beginning to be more common. We recommend building a statewide library of RCT tested programs that have been proven effective with specific groups of offenders.

**Recidivism:** Repetitive criminal behavior. In Oregon, recidivism is measured for a three-year period starting either when the offender is convicted or released from prison, whichever happens later. In Oregon, any new arrest or conviction is counted and measured. New arrests are the closest measurement to the amount of crime reported in the community. Therefore, if our goal is safer communities, then arrests is the best measurement.

**Rigorous Scientific Evaluations:** Conducted through randomized controlled trials.

**Scientifically Based Research:** As defined in ORS 182.515, means research that "obtains reliable and valid knowledge by employing systematic, empirical methods . . . involving rigorous data analyses that are adequate to test the hypothesis and justify the general conclusions . . . relying on measurements or observational methods that provide reliable and valid data . . . utilizing randomized controlled trials whenever possible and appropriate." Unfortunately since this definition was passed by the legislature in 2003, which required criminal justice programs to use "evidence based practices", recidivism in Oregon has only increased.

# Strategic Business Plan

## *GLOSSARY OF TERMS cont.*

In fact, it has continued to increase even more recently despite the enormous amount of state money now being poured into county budgets to divert potential offenders from prison to probation. That program, called Justice Reinvestment (JRI), promised to reduce recidivism and crime. Unfortunately, recidivism and crime have gone up since JRI was implemented in 2013, further reinforcing the point that these programs have simply not proven to be effective. In order to achieve the best possible outcomes of criminal justice programs designed to reduce crime, the statutory definition of “scientifically based research” must be substantially strengthened. Many popular programs are simply not supported by adequate rigorous, randomized programs. And it is reflected in the lack of positive results produced by those programs.

Short Transition Leave (STTL): was created by the Oregon legislature originally in 1989 to be no more than a 30 reduction in a prison sentence. Today it can result in an 120 sentence reduction. During STTL, an in Oregon inmate gets credit for being in prison while residing in the community.

State Child Support Program: The program collecting child support run by the Oregon Department of Justice

State Criminal Justice Policies: Laws and mandates reflect state legislative criminal justice policies. Often financial incentives are offered by the state to encourage counties to follow their policies with the threat that if they are not followed, the financial incentive will be removed. Inevitably, this leads to financial dependence upon these programs, whether or not they have proven to be effective in reducing crime and recidivism. Often this practice of state legislative policies and financial incentives is administered through grants awarded and monitored by the Oregon Criminal Justice Commission\* in the Office of the Governor.

Truth in Sentencing: A term of art first developed in the middle to late 1980’s. It stands for the principle that the prison sentence ordered by the court will be substantially served, making the sentence in court the “truth” for the purposes of assessing the duration of the sentence. It was first instituted in the late 1980’s by Governor Goldschmidt and the Oregon Legislature to address to complete systematic failure of the system to provide “truth in sentencing” to victims and communities. The first step was the creation of Oregon Sentencing Guidelines which took effect in 1989. It is a core value of this office in its work to support victims of crime and assist them in seeking justice in the cases in which they are victimized. In recent years the Oregon legislature has been steadily eroding “truth in sentencing” in Oregon through a variety of early release programs administered by bureaucracies in Salem, such as the Oregon Department of Corrections and the Oregon Parole Board. These organizations have no involvement in the creation of the original sentence or the wishes of the crime victims when the sentence was first ordered. An erosion in the principle of “truth in sentencing inevitably leads to an erosion of public trust and confidence in Oregon’s Criminal Justice System and its ability to provide justice” to crime victims and communities.



# Strategic Business Plan

---

<sup>i</sup> ++ Establishing the baseline in 2020-21

Managing For Results (MFR): To help participants and observers better understand this work program, definitions of a number of key words and phrases used throughout the process are listed below.

---

**Customer:** An individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.

**Issues:** A circumstance that will have a major impact on the customers served by the department.

**Issue Statements:** A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.

**Key Result 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 (LOB):** A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.

**Managing for Results:** An entire organization, its management system, its staff and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer.

**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 balanced "family of measures" that includes at least one of the following:

*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.

*Demand:* total units of a service expected to be demanded, requested or required by the customer.

*Efficiency:* expenditure/cost per output or result.

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

---



# Strategic Business Plan

---

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

**Services:** Tangible and intangible "things" or deliverables that the program provides to customers.

**Strategic Result:** The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.