



Clackamas County Community Corrections

Performance Clackamas
Strategic Business Plan

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Mission Statement

The mission of Clackamas County Community Corrections is to provide supervision, resources, intervention, treatment & victim services to justice-involved individuals and crime victims so they can experience and contribute to a safe community.

Oregon legislative mandate

A primary goal of Clackamas County Community Corrections is to fulfill the Oregon Revised Statute 423.505, as described in the statute's preamble:

Because counties are in the best position for the management, oversight and administration of local criminal justice matters and for determining local resource priorities, it is declared to be the legislative policy of this state to establish an ongoing partnership between the state and counties and to finance with appropriations from the General Fund statewide community correction programs on a continuing basis.

Definitions of the italicized words can be found in the glossary at the end of this document.

CLACKAMAS COUNTY COMMUNITY CORRECTIONS

Reintegration

Parole and Probation Supervision Program
Community Service Program
Residential Treatment and Counseling Program
Pretrial Services Program
Victim Services Program

Coordination

Director's Office Program
Operational Support Services Program
Employment Development and Training Program

Issue Statements

- 1. Failure to fully operationalize, implement, and analyze services that adhere to the principles of evidence-based practices, if not addressed will result in:**
 - A failure to effectively reduce crime & drug use in the community
 - Loss of funding for Community Corrections services
 - An increase in incarceration and the related costs of incarceration

- 2. The lack of knowledge and understanding about the role of Community Corrections and its services and results, including services provided to victims, if not addressed, will result in:**
 - Lack of public support/funding for services critical to community safety
 - Increased risk of continued and unmitigated victim trauma
 - Victims not able to access essential services related to the crime perpetrated against them, including restitution

- 3. Workplace trauma for Community Corrections staff and the subsequent risks to their health, if not addressed will result in:**
 - Staff experiencing Post Traumatic Stress Disorder and the accompanying impact on them and their families
 - Increased staff turnover and lost productivity
 - Increased liability risk for the County

- 4. The lack of integrated workflow between Community Corrections' Residential Services, Field Services, Pretrial Services, and Community Service, if left unaddressed will result in:**
 - Missed teamwork opportunities
 - A failure to successfully reintegrate Community Corrections clients back into the community
 - Failure to identify needs that will impact future criminal activity & drug use

- 5. People under community supervision or being released from incarceration have multiple barriers, as a result of their criminal conviction, to access housing, employment & social services, which if not addressed collaboratively, will result in:**
 - Diminished ability of the corrections client to become a productive member of society and contribute to a safe community
 - Instability of client families leading to intergenerational cycles of crime & victimization

- 6. Individuals with mental illness who are under community supervision or who are released from incarceration without community supervision are not being prioritized by providers**

for treatment, housing & resources in the community, which if not addressed will continue to result in:

- Increased incarceration as a method of mental health treatment
- Further criminalization of mental illness
- Increased emergency room usage for treatment of mental health conditions

7. Insufficient expansion of intervention and treatment programs that ensure a comprehensive, evidence-based system of recovery to all our opiate-addicted clients in need, if not addressed, will result in:

- Increased risk of death
- Increased financial burden to the community including incarceration, health care, consumer costs & business impact.
- Lack of performance data about what is working

Strategic Results

1. Clackamas County residents will experience safer communities as evidenced by:

- By 2023, there will be a 20% reduction in new criminal convictions of Parole and Probation clients within a year following the end of their supervision
- By 2023, 40% of residential clients who have successfully completed the Clackamas Substance Abuse Program (CSAP) will not get arrested on a new alcohol or drug charge within one year of completion

[Aligns with Issue Statements 1 and 7](#)

2. Community Corrections clients will receive appropriate Mental Health services through a collaborative, integrated County system of care characterized by:

- By 2023, 85% of Community Corrections clients in need of treatment (as determined by assessment or mental health practitioner referral) will be provided mental health services
- By 2025, Community Corrections will have a data sharing agreement in place to share specific information about clients with departments that are relevant to the client's success

[Aligns with Issue Statement 6](#)

3. Community Corrections clients will experience their best opportunity for successful, pro-social reintegration into the community as evidenced by:

- By 2024, there will be a 5% increase in Parole and Probation clients who are in the *labor force* and earning a *livable wage* by the end of supervision
- By 2025, there will be a 5% increase in Parole and Probation clients who live in *stable housing* by the end of supervision

[Aligns with Issue Statement 5](#)

4. Clackamas County will experience a Community Corrections Department that is evidence-based, high performing, and customer focused, as demonstrated by:

- By 2022, Community Corrections will have a department-wide shared database that allows programs to update client information in real time
- By 2022, 85% of managers and supervisors score High or Very High in an annual survey of the Standard Interview of Evidence Use¹
- By 2023, 80% of employees surveyed annually will report they work in an environment that prioritizes workplace trauma support and education
- By 2023, the department will create a communication plan that will provide Clackamas County residents, state and county agencies, and Community Corrections clients with a clear understanding of services provided and consistent updates on departmental progress and outcomes.

¹ The Standard Interview of Evidence Use is a validated measurement tool that helps determine the academic robustness of decision-making used by practitioners. The measure and more information can be found [here](#).

Aligns with Issue Statements 1, 2, 3, and 4

5. The Clackamas County community will experience a reduction in substance use-related overdoses by Community Corrections clients, as evidenced by:

- By 2022, there will be no overdose deaths among Community Corrections clients

Aligns with Issue Statements 1, 5, and 7

Line of Business: Reintegration

The purpose of the Reintegration line of business is to provide Parole & Probation, Community Service, Pretrial Services, Victim's Services, Residential Treatment & Counseling services to justice-involved individuals and those affected by crime so they can experience their best opportunity for successful, pro-social reintegration into the community.

- **Parole and Probation Supervision Program**
- **Community Service Program**
- **Residential Treatment & Counseling Program**
- **Pretrial Services Program**
- **Victim Services Program**

Key Measures

- By 2023 20% reduction in crimes committed by Community Corrections clients within a year following the end of supervision
- By 2023 40% of identified alcohol or drug addicted Community Corrections clients who complete substance abuse treatment by the end of supervision.
- By 2024 10% increase in clients who both live in stable housing and are earning a livable wage by the end of supervision

Reintegration: *Programs*

Reintegration: Parole and Probation Supervision Program

Purpose Statement

The purpose of the Parole and Probation Supervision Program is to provide assessment and case planning, counseling, intervention and accountability services to individuals on parole or probation so they can remain in the community without an increased threat to public safety.

Performance Measures

Strategic results

- By 2023, there will be a 20% reduction in new criminal convictions of parole and probation clients within a year following the end of their supervision (#1)
- By 2023, 85% of Community Corrections clients in need of treatment (as determined by assessment or mental health practitioner referral) will be provided mental health services (#2)
- By 2025, there will be a 5% increase in parole and probation clients who live in stable housing by the end of supervision (#3)
- By 2024, there will be a 5% increase in Parole and Probation clients who are in the labor force and earning a livable wage by the end of supervision (#3)

Results

- % Parole and Probation clients evaluated and recommended for Substance Use Disorder treatment who complete substance abuse treatment by the end of supervision
- % victims who are due restitution and receive it

Outputs

client office visits

List of Services

- Arrests
- Basic needs services
- Client:
 - Accountability meetings
 - Assessment meetings
 - Case plans
 - Counseling sessions
 - Crime deterrence strategies and goals
 - Home visits
 - Incentives
 - Office visits
 - Orientation meetings
- Community inquiry responses
- Court testimonies
- DUII (Driving Under Influence of Intoxicants) monitoring
- EHD Sanctions (house arrest)
- Emergency Assistance Vouchers
- Interventions:
 - Alcohol and drug treatment
 - Coaching
 - Cognitive treatment
 - Community support group
 - Curfew
 - Employment
 - Increased reporting
- Investigations:
 - County transfer
 - Interstate Compact
 - Pre-Sentencing
 - Probation or Parole Violation
- Mentoring services
- Phone access
- Random urine analysis
- Referrals:
 - Alcohol/drug treatment
 - Cognitive behavioral therapy

- Community victim services
- Domestic violence treatment
- Education
- Employment readiness
- Housing
- Mentoring
- Mental health treatment
- Parenting education
- Polygraph
- Sex offender treatment
- Support group
- Work Release
- RSU (Reduced Supervision Unit) Monitoring
- Sanctions:
 - Community Service
 - Jail
 - Work Release
- Transportation services
- Transports

Reintegration: Community Service Program

Purpose Statement

The purpose of the Community Service Program is to provide sentencing alternative services to justice-involved individuals so they can be accountable for their offense, while remaining in their community and providing cost-effective labor to local municipal partners².

Performance Measures

Results

- % community service clients attending orientation that successfully complete their hours
- % out-of-custody sanctions who are eligible for community service that receive sanctions in lieu of jail time
- # Clackamas County jail bed days not used because client was assigned to or opted for Community Service

Outputs

community service hours provided

² Municipal partners include, but are not limited to, Canby Utility, Clackamas County Parks, and the cities of Happy Valley, Wilsonville, Oregon City, and Milwaukie.

List of Services

- Certificates of completion
- Community Court appearances
- Consultations
- Contracts
- Community Service hours
- Community Service projects
- Court appearances
- De-escalation engagements
- Equipment training
- Job references
- Orientations
- Outside referrals
- Produce distributions
- Pro-social client engagements
- Records
- Repairs fee collections
- Sanctioning body inquiries
- Supportive interventions
- Training sessions
- Transports

Reintegration: Residential Treatment & Counseling Program

Purpose Statement

The purpose of the Residential Treatment and Counseling Program is to provide guidance, treatment, employment & housing services to clients so they can achieve sustainable, long-term recovery and psychological well-being.

Performance Measures

Strategic Results

- By 2023, 40% of residential clients who have successfully completed the CSAP will not get arrested on a new alcohol or drug charge within one year of completion (#1)

Results

- % people enrolled in CSAP who successfully completed the program (Or ratio of success/unsuccessful)

Outputs

men in Residential Treatment
women in Residential Treatment

List of Services

- Arrests
- Basic needs vouchers
- Client case plans
- Client education group sessions
- Client interviews
- Community inquiry responses
- Counseling sessions
- De-escalation engagements
- Detainer warrants
- Emergency assistance vouchers
- Family group education sessions
- General Educational Development (GED) classes
- Graduation certificates & ceremonies
- Housing placements incident reports
- In-house sanctions
- Intake orientation
- Law enforcements after-hours responses
- Meals
- Medical screenings
- Mental health assessments
- *Moral Reconation Therapy* sessions
- Post residential continuing care sessions
- Pre-employment training sessions
- Pro-social activities and rewards
- Psychiatric referrals
- Residential treatment beds
- Safety security checks
- Substance abuse assessments
- Substance use recovery groups
- Transports

Reintegration: Pretrial Services Program

Purpose Statement

The purpose of the Pretrial Services Program is to provide court-appointed monitoring services to defendants who are deemed eligible³ through evidence-based risk assessment and judicial review so they can return to their homes and communities in a manner that enhances community safety, thus freeing jail resources to focus on highest risk adults in custody.

Performance Measures

Results

- % adults in custody at Clackamas County Jail who were classified as *forced releases* (monthly average)
- % defendants who are not charged with a new offense during the pretrial stage
- % defendants who make all scheduled court appearances

Output

pretrial assessments completed

List of Services

- In-custody defendant interviews
- Defendant monitoring
- Judicial recommendations
- Pretrial orientations
- Statewide pretrial policy and legislative workgroups and recommendations
- Virginia Pretrial Risk Assessments

³ Eligibility is determined by judicial review that includes an evidence-based risk assessment recommendation

Reintegration: Victim Services Program

Purpose Statement

The purpose of the Victim Services Program is to provide outreach, support, safety planning, advocacy and victim notification services to survivors and victims of crime so they can make informed choices, recover and feel safer.

Performance Measures

Results

- % victims who are given information on resources that are available and how to access them
- % domestic violence victims who need domestic violence resources due to intimate partner violence, stalking, or sexual assault and are given a referral to the Family Justice Center
- % domestic violence victims that use Victim Services and request a no contact order modification who subsequently complete a safety plan

Outputs

safety plans created

List of Services

- Batterer Intervention Program facilitator meetings
- Batterer Intervention Program reviews
- Case management meetings
- Case Plans
- Clackamas Women's Service referrals
- Community presentations
- Court accompaniments
- Expert consultations
- Family Violence Coordination Council representations
- High Risk Response Team meetings informational materials
- Inter-Agency Coordination
- Inter-Agency victim advocate meetings
- No Contact Order modifications
- Offender and victim reunifications
- Ontario Domestic Victims Risk Assessments
- Problem solving consultations
- Protective order assistance sessions
- Restitution consultations
- Restitution interventions
- Safety plans
- Supervision status consultations
- Survival panel referrals
- Systems navigation consultations
- Victim notifications
- Victim safety planning sessions
- Victim services public service announcements
- Women's empowerment classes

Line of Business: Coordination

The purpose of the Coordination line of business is to provide leadership, support, logistics & infrastructure services to reintegration line of business so we can accomplish the mission of the agency.

- **Director's Office Program**
- **Operational Support Services Program**
- **Employee Development and Training Program**

Key Measures

- By 2022 80% of clients assigned to appropriate supervising officer within 48 hours
- By 2023 85% of employees surveyed report they work in an environment that prioritizes workplace trauma support and education⁴
- By 2023 70% strategic results achieved

⁴ For this measure, "prioritizing workplace trauma support and education" is operationalized as having staff who Agree or Strongly Agree with at least 25 of the 29 survey questions found in the "Supporting Staff Development" section of the Trauma-Informed Organizational Self-Assessment.

Citation: Guarino, K., Soares, P., Konnath, K., Clervil, R., and Bassuk, E. (2009). Trauma-Informed Organizational Toolkit. Rockville, MD: Center for Mental Health Services, Substance Abuse and Mental Health Services Administration and the Daniels Fund, the National Child Traumatic Stress Network and the W.K. Kellogg Foundation.

Coordination: Programs

Coordination: Director's Office Program

Purpose Statement

The purpose of the Director's Office Program is to provide leadership, motivation and administrative services to Community Corrections & the Sheriff's Office so they can create a high performing, resilient, and customer-focused culture of innovation.

Performance Measures

Strategic Results

- By 2022, Community Corrections will have a department-wide shared database that allows programs to update client information in real time (#4)
- By 2022, there will be no overdose deaths among Community Corrections clients (#5)
- By 2023, the department will create a communication plan that will provide Clackamas County residents, state and county agencies, and Community Corrections clients with a clear understanding of services provided and consistent updates on departmental progress and outcomes (#4)
- By 2025, Community Corrections will have a data sharing agreement in place to share specific information about clients with departments that are relevant to the client's success (#2)

Results

- % employee performance reviews submitted on time

Outputs

State level committee and hearing representations

List of Services

- Accident/incident/use of force report reviews
- Biennial plans
- Budget:
 - 5-year financial forecast (revenues & expenditures)
 - Adjustments
 - Invoices
 - Presentations
 - Cost allocation reviews, analysis & challenges
 - Deposit reconciliations
 - Financial consultations
 - Financial forecasting strategy recommendations
 - Financial management reports
 - Journal entries
- Client grievance responses
- Contracts and agreements
- Data analysis reports and presentations
- Director schedules
- Employee conflict facilitations
- Grant writing and reports
- Infrastructure, facilities management & logistics coordination
- Internal investigations
- LEAN facilitations and projects
- Organizational charts
- Outreach/Networking:
 - Agency consultations
 - Community commission briefings
 - Department of Corrections consultations
 - Individual & team accountability sessions
 - Interdepartmental consultations
 - Media interviews
 - Recurring meeting participation and leadership, including:
 - County administration workgroups
 - Executive Committee
 - Executive Team
 - Department
 - Oregon Association of Community Corrections Directors
 - State legislative oversight and education

- Committee appointments and participation
 - Hearing participation and testimony
- Parking permits
- Policies & procedures
- Records retention
- Reports:
 - Annual
 - Budget
 - Grant
 - Human Resources
 - Journal
 - Performance
 - Research (best practices)
- Staffing operations
 - Annual training plans
 - Background checks and investigations
 - Employee on-boarding
 - Employee recruitments
 - Employee performance evaluations
 - HR transactions
 - Job/role expectations & descriptions
 - Payroll reviews
 - New employee pre-qualification review

Coordination: Operational Support Services

Purpose Statement

The purpose of the Operational Support Services Program is to provide client intake, logistics and discharge management services to Community Corrections so they have the resources they need to appropriately supervise and assist clients in *prosocial* community reintegration.

Performance Measures

Results

- % clients appropriately and accurately assigned to services within 48 hours

Outputs

new assignments processed

List of Services

- Billings
- Client Services:
 - Accounts
 - Admission
 - Assignments
 - Case plans
 - Histories and verifications
 - Meetings
 - Orientations
 - Pro-social engagements
 - Records retention
 - Subsidy vouchers
 - TC referrals
- Conditions documents
- Court appearances
- Court order reviews
- DNA/UA collections
- Electronic probation records
- Identification letters
- Initial risk screenings
- Interpretation and translation services
- Inter-regional case transfers
- Local Control Board orders
- Local Control orders
- Local Control release plans
- New assignments
- Notary services
- Payment receipts
- Phone inquiry responses
- Post-Prison orders
- Probation violation reports
- Reception information reviews
- Sanction notifications
- Time calculations
- Video sanctions
- Warrant deliveries

Coordination: Employee Development and Training Program

Purpose Statement

The purpose of the Employee Development and Training Program is to provide staff safety, survival skills and evidence-based practices training services to community corrections staff and partners so they can reduce risk, safely provide effective services, and make informed decisions based on results-oriented data.

Performance Measures

Strategic Results

- By 2022, 85% of managers and supervisors score High or Very High in an annual survey of the Standard Interview of Evidence Use (#4)
- By 2023, 80% of employees surveyed annually will report they work in an environment that prioritizes workplace trauma support and education (#4)

Results

- % training participants who demonstrate knowledge gain based on pre-test/post-test results
- % sworn employees who exceeded the statewide standard for training hours

Outputs

hours of evidence-based practice training provided

peer support contacts provided

List of Services

- Active shooter training sessions
- Assessment training sessions
- BBP (Blood Borne Pathogens) training sessions
- Coaching and training reports
- Community self-defense training sessions
- Computer systems training sessions
- Con-Sim training sessions
- Ethics training sessions
- Firearms qualification training sessions
- Firearms Training sessions
- Gang Training sessions
- Intern Academy Training sessions
- Knife Training sessions
- Mandatory reporter training
- Moral Reconation Training sessions
- Motivational Interviewing training sessions
- New staff training sessions
- OC (pepper spray) training sessions
- Parole and Probation Training Officer Program training sessions
- Peer Support contacts
- *Prison Rape Elimination Act* training sessions
- Professional development facilitations
- Search and Seizure training sessions
- Evidence-based practices training sessions
- Statewide training sessions
- Use of Force Training sessions

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.

Addicted: Physical or mental dependency on particular substances or behaviors.

Evidence-based practices: The objective, balanced, and responsible use of current research and the best available data to guide policy and practice decisions, such that outcomes for consumers are improved (National Institute of Corrections).

Forced releases: A policy that is practiced at Clackamas County Jail, wherein when the jail reaches 90% or greater capacity, the Sheriff's deputy will use a risk assessment matrix to determine which incarcerated people pose the least risk to society and release them into the community. This practice is conducted in accordance with a federal mandate to mitigate jail overcrowding.

Issue Statements: A statement that summarizes the issues anticipated by Community Corrections that will have a significant impact on customers and/or services over the next several years. This includes the issue description and, if unresolved, the projected impact on customers/services.

Justice-involved individuals: A person who has ever been arrested, convicted of a crime, or incarcerated (As defined by the National Institute of Correction's Criminal Justice Coordinating Council in concert with justice system stakeholders-2018)

Key results: 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.

Labor force: the sum of employed persons (persons who are working for pay or profit or on a temporary leave from their place of employment due to illness, vacation, weather, industrial dispute, or personal reasons) and unemployed persons (persons who do not have a job, have been actively looking for work, and are available to work) (Bureau of Labor Statistics)

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 that the organization is offering to the public in order to achieve its mission.

Livable wage: The living wage model is an alternative measure of basic needs. It is a market-based approach that draws upon geographically specific expenditure data related to a family's likely minimum food, childcare, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs. The living wage draws on these cost elements and the rough effects of income and payroll taxes to determine the minimum employment earnings necessary to meet a family's basic needs while also maintaining self-sufficiency. <http://livingwage.mit.edu>

Mission Statement: 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.

Moral Reconciliation Therapy: A behavioral therapy designed to reduce recidivism by teaching clients how to focus on the moral aspects and social consequences of their actions. While the program is often used for Substance Use Disorder, it is also helpful in cases related to domestic violence, anger management, and trauma.

Performance Measures: A balanced “family of measures” that includes at least one of the following:

Prison Rape Elimination Act: The Prison Rape Elimination Act of 2003 (PREA) is the first United States federal law passed dealing with the sexual assault of prisoners.

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

Prosocial: Actions that are seemingly voluntary and intentional, such as helping, sharing, or providing comfort. Prosocial behaviors are often, although not always, altruistic

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

Recovery: Recovery from Mental Disorders and/or Substance Use Disorders is a process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

Restitution: Payment to victims for financial losses caused by Justice-Involved Individual

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

Stable housing: Housing that is owned by the client, rented by the client, client is staying or living with family or friend on a permanent tenure and permanent supportive housing.

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

Trauma: Individual trauma results from an event, series of events, or set of circumstances experienced by an individual as physically or emotionally harmful or life-threatening with lasting adverse effects on the individual’s functioning and mental, physical, social, emotional, or spiritual well-being (SAMHSA’S conceptual definition of trauma).