

2011

Oregon Juvenile Justice System
COMPASS



Charting the path
to a better future
for Oregon's youth
and communities

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MESSAGE FROM THE STEERING COMMITTEE

We are pleased to present this summary of the results of the 2010 Oregon Juvenile Justice System Symposium. The event, which was held in Eugene Oct. 11-12, 2010, brought together nearly 250 members of the state's juvenile justice and public safety systems and other stakeholders committed to improving outcomes for at-risk youth and the communities in which they live.

The goal of the Symposium was to develop a set of strategies for advancing the state's already strong juvenile justice system. The 10 strategic directions and associated strategies that emerged from the Symposium are outlined in this report. Our hope is that these strategies will serve as a call to action and a compass for maintaining an efficient and cost-effective juvenile justice system as we enter an era of diminished resources.

We thank everyone who participated in planning, sponsoring and coordinating this event, and we thank those who attended the Symposium. We particularly appreciate the participation of the four members of the youth panel and the three guest speakers – Oregon Governor Ted Kulongoski, Oregon Chief Justice Paul J. De Muniz, and Oregon businessman and philanthropist Dick Withnell. Through the words of these individuals we learned the importance of becoming involved and the potential impacts each of us can make in the lives of others.

As you read this report, we encourage you to join us in owning the results of the Symposium, and to look for ways you can collaborate with other members of Oregon's juvenile justice and public safety systems, and with members of your community, to help advance Oregon's goals for reducing crime and protecting public safety by reforming youth offenders. We are particularly heartened by the commitment voiced by so many Symposium participants to engage in the ongoing work required to implement the strategies, and we encourage each of you to find ways to start now. Every step forward will make a difference. Through your efforts, Oregon can continue to serve as a national leader in the fields of juvenile justice and youth reformation.

In appreciation,

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Steering Committee Chair
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The Honorable Nan Waller

Multnomah County Circuit Judge

EXECUTIVE SUMMARY

State and local governments and their partners are facing significant long-term resource limitations that make the current level of expenditures unsustainable. This fiscal reality and other shifts require a fresh look at how Oregon's juvenile justice system can continue to effectively protect public safety in the years ahead.

As a result of discussions held during the 2009 Oregon Legislative Session and in response to the state's declining revenue resources, the idea was born to hold the 2010 Oregon Juvenile Justice System Symposium. The event was designed as a forum to bring together a cross-section of people and organizations to develop strategies for ensuring Oregon maintains an efficient, cost-effective and sustainable juvenile justice system.

The year-long preparation involved nearly 100 individuals who volunteered more than 1,000 hours. The effort included researching, validating and preparing data for use in guiding discussions and decision-making. One significant result was development of the first-ever complete map of the state's complex juvenile justice system.

Nearly 250 people attended the Symposium, which was held in Eugene Oct. 11-12, 2010. Participants agreed that the system's foundation rests on its shared vision, mission, values, operating principles and practices. After reviewing data, participants agreed on 10 strategic directions for advancing the state's juvenile justice system. Those strategic directions are:

- **Support victims' rights:** Respect the dignity of victims, honor their rights and needs, and provide opportunities for meaningful engagement in the juvenile justice system process, while holding youth offenders accountable.
- **Improve education and vocation readiness services:** Prepare youth for successful, crime-free participation in the community through robust educational and vocational skills-building opportunities.
- **Improve transition and re-entry services:** Maximize and support success for youth transitioning into, through and out of the juvenile justice and corrections continuum by providing effective transition and re-entry services and resources.
- **Provide timely access to services:** Continuously improve timely access to the most appropriate local and state juvenile justice services.
- **Foster collaborative leadership:** Strengthen Oregon's juvenile justice system through collaborative leadership that transcends disciplines and funding silos throughout the juvenile justice crime prevention and intervention continuum.
- **Strengthen partnership engagement:** Strengthen and expand partnerships among Oregon's public and private sector stakeholders, community members, and juvenile justice system and public safety professionals.
- **Maximize return on investment:** Provide the highest return on resource investment to the community by routinely reviewing, analyzing and implementing innovative cost-effective practices throughout the juvenile justice system.
- **Expand use of science- and data-driven practices:** Develop and implement effective intervention and prevention programs, practices and strategies to reduce juvenile crime and increase capacity to measure economic, crime reduction and positive youth outcomes.
- **Improve assessment tools and practices:** Implement timely, universal and systematic assessments and reassessments based on risk and protective factors.
- **Advance professional development:** Advance staff and partner knowledge, understanding, skills and competence across the juvenile justice system.

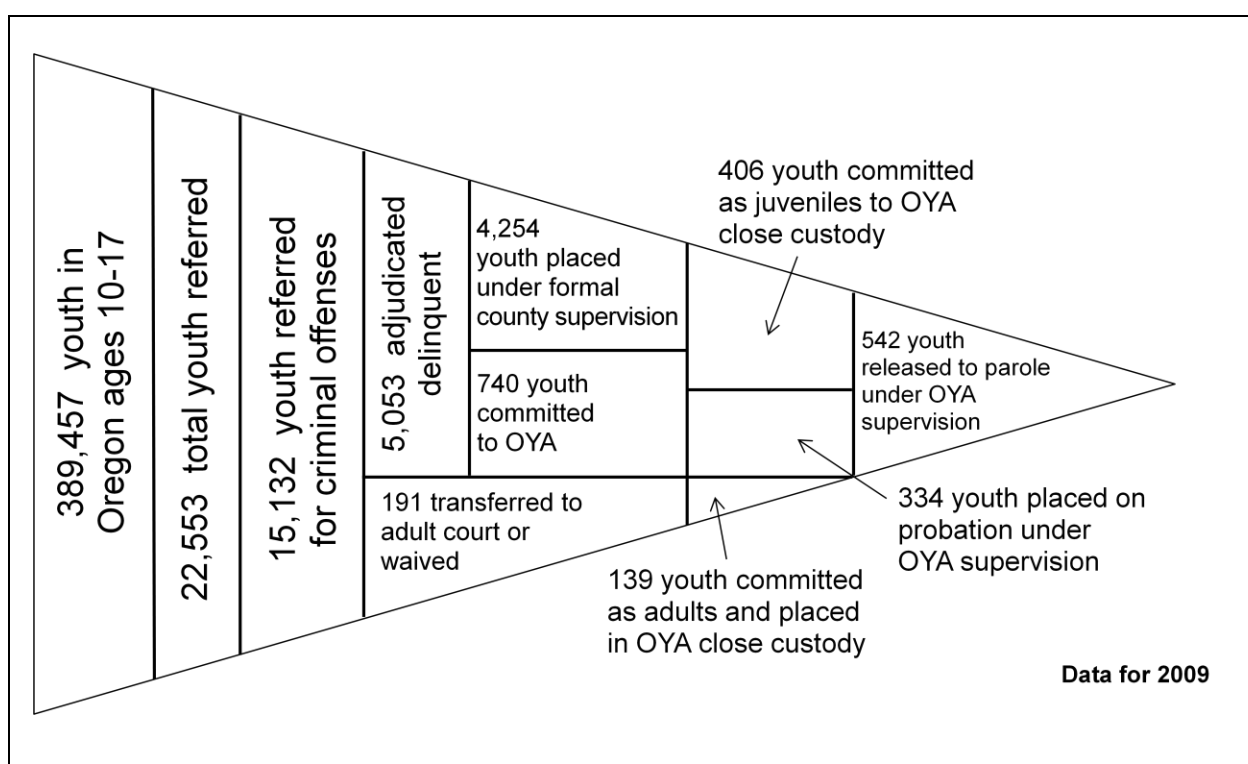
These strategic directions provide a compass for improving public safety. Oregon is fortunate to have one of the best juvenile justice systems in the nation, and we must strive to ensure the system remains both effective and sustainable. It is important to recognize that an investment in the juvenile justice system is an investment in the public safety system as a whole. A strong and effective juvenile justice system serves a preventive role by reducing the number of individuals who commit crimes and who are at risk of entering the adult system.

BACKGROUND

Oregon's 1994 Juvenile Justice Summit generated a foundation for restructuring and realignment of the state's juvenile justice system. Oregon's current system is the result of that Summit and the 1995 passage by the Oregon Legislative Assembly of Senate Bill 1, which created the Oregon Youth Authority.

The current continuum of services has been in place ever since. However, state and local governments and their partners are facing significant long-term resource limitations that make the current level of expenditures unsustainable. This fiscal reality and other shifts require a fresh look at how Oregon's juvenile justice system can continue to effectively protect public safety in the years ahead.

The number of youth served by the system as a whole is significant, as is shown in the diagram below. By intervening at the appropriate stages, communities divert many youth from a trajectory of increasing criminal behavior. As a result, fewer youth require the most restrictive sanctions at the local and state levels.



FROM CONCEPT TO ACTION

The idea of holding a Juvenile Justice System Symposium grew out of discussions held during the 2009 Oregon Legislative Session. The goal was to create a forum that would bring together a cross-section of people and organizations to address current and emerging challenges, develop a shared vision for the future, and identify strategies and actions to move toward that shared vision.

Preparations took nearly a year. A Steering Committee was formed in September 2009, with members representing a range of professional disciplines. The Steering Committee held a stakeholder forum in March 2010 to invite input on issues and concerns related to juvenile justice and public safety. Approximately 50 individuals and organizations provided oral and written testimony. That testimony suggested common themes that led to the creation of four workgroups to address:

- **Stopping the cycle** – intervening to stop the generation-to-generation cycle of delinquent behavior;
- **Risk-based system** – clarifying risk-based versus offense-based approaches;
- **System resources** – balancing efficient and effective resources throughout the system; and
- **Transitions** – ensuring continuity of care and services as youth transition in, through and out of the system.

The workgroups were charged with developing a set of strategies for discussion at the Symposium. The Steering Committee and workgroups operationalized three principles throughout their work:

- **Shared investment** – A shared vision, supported by shared goals, strategies and actions, generates the best return on investment of resources.
- **Strengths** – Flexibility and innovation provide opportunities to make the best use of strengths and resources.
- **Integrity** – The foundation of success rests on respect and trust, both inside and outside the juvenile justice system.

The workgroups, along with the Steering Committee, mapped Oregon's juvenile justice system, identified existing and targeted conditions, articulated definitions of the system's mission, vision, values, operating principles and shared practices, and created a framework comprising five goals, four strategic directions, and 12 sets of strategies and actions for consideration by Symposium participants.



PLANNING FOR THE FUTURE

Nearly 250 members of the state's juvenile justice and public safety systems and other stakeholders participated in the Juvenile Justice System Symposium, which was held in Eugene Oct. 11-12, 2010. This report contains the final recommendations that emerged from that event.



GOALS AND STRATEGIES

To advance Oregon's juvenile justice system toward the desired future, Symposium participants expanded the work generated by the Steering Committee and workgroups. Symposium participants generated a series of recommended goals, strategic directions, strategies, actions and success measures. Successful strategy and action implementation rests on high levels of collaborative leadership and meaningful engagement across the system.

SYSTEM GOALS

Five overarching system goals were developed to guide system improvements:

- **Awareness of value** – Elevate awareness and understanding of the critical role Oregon's juvenile justice system plays in contributing to public safety, and its integral role in reducing the impact on the adult corrections system by its ability to intervene at the front end of a youth's criminal trajectory to divert the youth from penetrating further into the system.
- **Effective prevention** – Increase public safety and youth accountability by strengthening effective preventive practices with partners who impact positive youth development.
- **Effective intervention** – Increase public safety and youth accountability, and reduce victimization by providing an appropriate array of cognitive behavioral interventions for delinquent youth that target patterns of criminal thinking and anti-social behaviors, attitudes, values and beliefs, based on individualized criminogenic risk factors, at the appropriate place in the juvenile justice system continuum, based on each youth's risk to reoffend.
- **Continuous improvement** – Advance the juvenile justice system's effectiveness and efficiency through continuous improvement practices.
- **Cost-effective investments** – Increase responsible stewardship of public resources by maximizing investment in the most cost-effective juvenile justice system services and decreasing use of the least cost-effective services, in support of public safety.

STRATEGIC DIRECTION 1: SUPPORT VICTIMS' RIGHTS

Respect the dignity of victims, honor their rights and needs, and provide opportunities for meaningful engagement in the juvenile justice system process, while holding youth accountable.

Strategy

- Continue and expand policies and practices that honor victims' rights and support victim-centered values in decisions about youth accountability, sanctions, dispositions and supervision conditions.

Action Items

- Based on Oregon's constitution and statutes, establish and provide education, training and forums for dialogue with juvenile justice system partners and victims, to improve mutual understanding about:
 - How youth are held accountable for their crimes; and
 - Victims' rights, roles and opportunities to exercise those rights in the system.
- Increase consistency of accountability to victims and communities by:
 - Strengthening meaningful expectations for youth regarding the payment of restitution and reparation of harm;
 - Implementing systems supporting youth offenders' ability to fulfill their obligations;
 - Strengthening victim and community understanding of rights and opportunities, and documenting system fulfillment of notification requirements and other supports;
 - Documenting victim satisfaction of system response; and
 - Conducting a gap analysis to identify resources needed to support victim services and county juvenile justice departments' volunteer efforts.

Indicators of Success

- ☑ **Increased victim engagement** - Outcomes related to meaningful victim participation are identified, measured and reported.

STRATEGIC DIRECTION 2: IMPROVE EDUCATION AND VOCATION READINESS SERVICES

Prepare youth for successful, crime-free participation in the community through robust educational and vocational skills-building opportunities.

Strategy

- Advance a continuum of learning opportunities for youth that focuses on attainment of education and life-skills.

Action Items

- Develop, adopt and implement culturally sensitive standards and practices supporting youths' successful attainment of education progress and life-skills.
- Develop and implement education and skill-building plans for youth in the system that include learning assessments, methods supporting youth education programming, and community partnerships supporting progress toward education attainment.
- Document and report education progress and attainment to an expanded Juvenile Justice Information System (JJIS) function and to the public.

Indicators of Success

- ☑ **Increased positive youth outcomes** - Indicators of education progress, skill development, positive peer relations, family connectivity, and other measures of positive youth outcomes are routinely demonstrated.
- ☑ **Increased education opportunities** - Youth are positively engaged in education opportunities and demonstrate progress toward educational milestones.
- ☑ **Successful re-integration** - Increased numbers of youth are successfully re-integrating into the community as indicated by reduced recidivism and other measures of re-integration success.

STRATEGIC DIRECTION 3: IMPROVE TRANSITION AND RE-ENTRY SERVICES

Maximize and support success for youth transitioning into, through and out of the juvenile justice and corrections continuum by providing effective transition and re-entry services and resources.

Strategy

- Implement sustainable public and private sector agreements among partners and others (e.g., runaway and homeless networks) that strengthen case plans and mobilize resources for youth transitioning to parole or post-prison supervision.

Action Items

- Develop transition plans that include assessment and re-assessment findings, identification of resources needed, secured resources, and resource delivery mapping.
- Increase likelihood of a successful re-entry to a crime-free, productive life by:
 - Systematically advancing transition services and support for youth moving from high intensity custodial settings to less restrictive community settings;
 - Regularly reassessing and developing culturally and gender competent plans supporting youths' transition into appropriate cost-effective community-based resources; and
 - Providing standardized information to staff, families and youth to increase staff and youth knowledge about those services (e.g., employment, housing, treatment support, economic assistance).
- Increase transitional support housing resources, where youth receive subsidized housing support for a limited period of time, and gradually transition to self support.
- Increase consistency in planning and support for adult system youth transitioning from Oregon Youth Authority close custody to the community.

Indicators of Success

- ☑ **Successful re-integration** - Increased numbers of youth are successfully re-integrating into the community as indicated by reduced recidivism and other measures of re-integration success.

STRATEGIC DIRECTION 4: PROVIDE TIMELY ACCESS TO SERVICES

Continuously improve timely access to the most appropriate local and state juvenile justice services.

Strategies

- Continuously improve timely access to the most appropriate local and state juvenile justice system services at all points along the continuum.
- Institute improvements in proportions that maintain a balance of services across the continuum based on agreed practices, local resources and youth need.

Action Items

- Improve timely access to appropriate services by partnering, leveraging and diversifying the community service base to serve diverse needs (e.g., mental health needs, low functioning, developmentally disabled) by:
 - Streamlining the provider development process, and
 - Creating standardized timelines for access with feedback loops.
- Provide service delivery partners with access to appropriate information supporting youth development, specific case management, aggregate system data, and other information by:
 - Routinely conducting community and statewide forums to identify and update information needs at the system level;
 - Providing electronic access to information and data at the specific youth case level;
 - Providing access to information via a comprehensive resource data base; and
 - Engaging families and/or family representatives in information sharing and resource access.
- Clarify policy and fiscal responsibility for services supporting youth at high-risk or at imminent risk of delinquency.

Indicators of Success

- ☑ **Increased timely access** – Information and services are available when they are needed.
- ☑ **Expanded electronic access** - Providers and appropriate partners have access to Oregon's Juvenile Justice Information System (JJIS) and contribute essential and timely information through contemporary electronic communication supports.

STRATEGIC DIRECTION 5: FOSTER COLLABORATIVE LEADERSHIP

Strengthen Oregon's juvenile justice system through collaborative leadership that transcends disciplines and funding silos throughout the juvenile justice crime prevention and intervention continuum.

Strategy

- Implement shared leadership approaches supporting a system-wide integration of shared vision, values, goals, strategies, actions, principles and practices, supported by regular reviews and evaluations aimed at achieving continuous improvement.

Action Items

- Implement a sustainable non-partisan statewide stewardship group (either leveraging an existing group or creating a new council) to lead, coordinate and broker system-wide continuous improvement strategies that include cost-effectiveness, standards and practices, capacity building, and system integration. The group will:
 - Provide legislative and other policy leaders with research, data and recommendations;
 - Operate as a balanced and impartial leadership group to manage and lead juvenile justice policy issues;
 - Maintain consistent feedback loops among juvenile justice system partners; and
 - Seek the best overall outcomes for youth and public safety regardless of area of responsibility.
- To support continuous improvement, launch local juvenile justice panels (or align appropriate existing community committees/groups) to serve as a gateway and forum for increasing community engagement in the juvenile justice and public safety continuum by providing input, feedback and recommendations to the statewide group on:
 - Identifying and recommending best practices;
 - Identifying training and education needs;
 - Leveraging local engagement and other resources;
 - Inventorying existing and needed resources; and
 - Investing resources supporting local juvenile justice systems.

Indicators of Success

- ☑ **Increased system-wide integration** - Collectively, system partners lead a shared message to policy makers, funders, and the public, based on system-wide research and data regarding resources and effectiveness.
- ☑ **Increased feedback loops** - A variety of feedback loops are integrated throughout the system and used to mobilize action planning (e.g., communities use relative rate index to address issues related to disproportionate minority contact).

STRATEGIC DIRECTION 6: STRENGTHEN PARTNERSHIP ENGAGEMENT

Strengthen and expand partnerships among Oregon's public and private sector stakeholders, community members, and juvenile justice system and public safety professionals.

Strategies

- Increase integration of system resources and services through sustainable public, private, local and state partnerships.
- Broaden the scope and distribution of information related to juvenile justice system needs, practices and outcomes to engage stakeholders and the public to increase awareness and understanding of the critical roles all play in contributing to youth reformation, positive youth outcomes and public safety.

Action Items

- Foster a culture of high-functioning partnerships that embraces the system's vision, values, goals, strategies, actions, operating principles and shared practices, with attention placed on:
 - Facilitating increased coordination and communication among agency, family and community systems;
 - Using technology to communicate and train agencies, families and communities;
 - Engaging partners who contribute to reducing system disproportionality; and
 - Engaging individuals and organizations/agencies that represent general cultural, tribal and racial/ethnic interests throughout the system's decision-making processes.
- Implement a communications schedule for routine release of information to the media, public, community, state policy leaders, and partners on juvenile crime trends, multiple measures of recidivism, indicators of positive youth outcomes, success stories, and other indicators of return on investment within the juvenile justice system.
- Establish methods to engage diverse members of communities in leading and supporting investments to increase public safety and reduce juvenile crime.

Indicators of Success

- ☑ **Increased partnerships** - Service resources, knowledge and opportunities for positive youth outcomes are realized through expanded local and state partnerships.
- ☑ **Increased engagement** - Communities are actively engaged in guiding and supporting local juvenile justice systems.

STRATEGIC DIRECTION 7: MAXIMIZE RETURN ON INVESTMENT

Provide the highest return on resource investment (cost savings and cost avoidance) to the community by routinely reviewing, analyzing and implementing innovative cost-effective practices throughout the juvenile justice system.

Strategies

- Formalize and implement shared resource management standards and innovative practices that continuously inventory, review, leverage, align and maximize resources to achieve agreed-upon public safety outcomes across the juvenile justice system.
- Maximize juvenile justice system investments by continually mapping and realigning resources and interventions to ensure effective and balanced operations at all points in the continuum across the state.

Action Items

- Regularly map system-wide resources, expenditures, outcomes and youth profiles to consistently re-assess and re-align system resources toward the most cost-effective services and to reduce duplication and redundancy of services.
- Regularly review effectiveness of consistent case management plans and decisions based on culturally specific/culturally appropriate scientifically identified risk and protective factors, resiliency, and individual strengths.
- Based on culturally appropriate validated assessments, maximize investment by delivering sanctions and interventions in settings that match appropriate service intensity with identified youth risks and needs, and adjust services as indicated by progress and reassessment.
- Identify and implement standardized outcome indicators that measure investment return, including recidivism, positive youth outcomes and other appropriate indicators tied to specific criminogenic risk factors.
- Regularly and consistently measure and analyze standardized outcomes and the impacts on specific public safety issues and reduced juvenile crime.
- Implement incentives and rewards that foster best practices and innovation by systematically identifying and exploring incentives, disincentives and opportunities to reinvest in juvenile justice practices that foster excellence, contribute to identified outcomes, and enhance public safety. Regularly report real cost-benefit savings and cost avoidance associated with effectively reducing juvenile crime.
- Reinvest cost-savings into the juvenile justice system.

Indicators of Success

- ☑ **Increased leveraged resources** - Number and amount of local and state resources are increased or stabilized in a declining revenue environment.
- ☑ **Increased positive youth outcomes** - Indicators of education progress, skill development, positive peer relations, family connectivity and other measures of positive youth outcomes are routinely demonstrated.

STRATEGIC DIRECTION 8: EXPAND USE OF SCIENCE- AND DATA-DRIVEN PRACTICES

Develop and implement effective intervention and prevention programs, practices and strategies to reduce juvenile crime and increase capacity to measure economic, crime reduction and positive youth outcomes.

Strategies

- Use scientific evidence and validated data to implement juvenile justice system shared practices that reduce juvenile crime.
- Develop, implement and monitor system-wide, evidence-based strategies that effectively reduce juvenile crime among all population groups (e.g., gender, ethnic/cultural/racial, age, sexual orientation).

Action Items

- Expand capacity of the Juvenile Justice Information System (JJIS) for data collection, analysis and dissemination.
- Enhance access to data among partners and stakeholders.
- Use data to guide decision- and policy-making.
- Provide 24/7 electronic, dashboard, and face-to-face training and education, monitoring, coaching, and mentoring, with data and information focused on, but not limited to:
 - Partner engagement and value added to the system;
 - Ongoing validation and reliability of assessment instruments;
 - Youth education attainment;
 - Staff and partner education;
 - Resource investment and return on investment;
 - Consistently updating definitions, criteria, characteristics and integrated changes into the system, and providing training support; and
 - Restitution to victims.

Indicators of Success

- ☑ **Increased timely access** - Information and services are available when they are needed.
- ☑ **Reduced time in system** - Research is conducted to identify optimum length of stay for best positive youth outcomes and public safety.
- ☑ **Increased positive youth outcomes** - Indicators of education progress, skill development, positive peer relations, family connectivity, and other measures of positive youth outcomes are routinely demonstrated.
- ☑ **Expanded evaluation** - Research is routinely reviewed and conclusions are integrated into shared best practices.

STRATEGIC DIRECTION 9: IMPROVE ASSESSMENT TOOLS AND PRACTICES

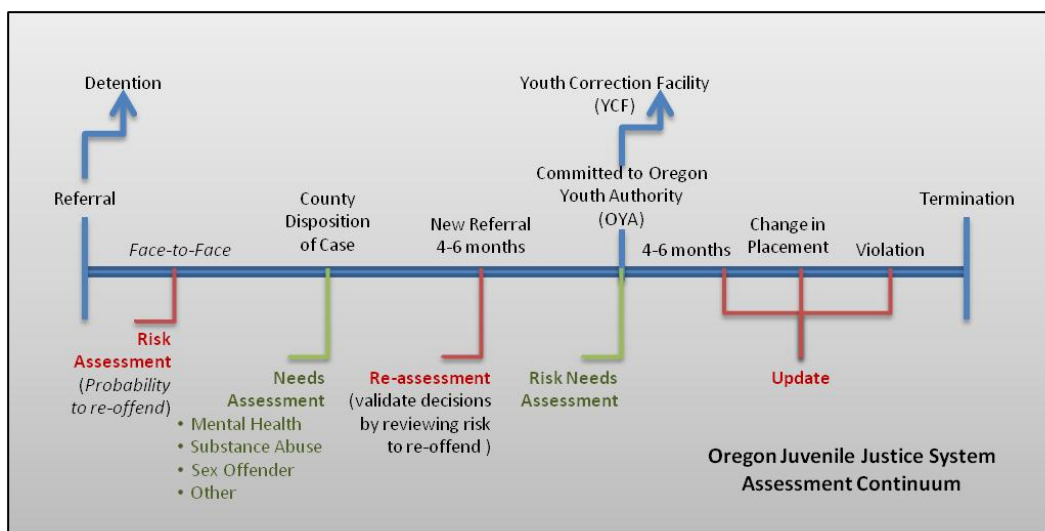
Implement timely, universal and systematic assessments and re-assessments based on risk and protective factors.

Strategies

- Using science and data, advance timely universal and systematic assessments based on risk and protective factors.
- Validate and improve standardized assessment tools to align with the most predictive risk and protective factors for all youth populations (e.g., gender, ethnic/cultural/racial, age) to increase the fair and equitable application of such instruments.
- Increase consistency of results among evaluators through use of standardized system-wide assessments.
- Use valid assessment tools and/or industry best practices to mobilize effective interventions for youth at imminent risk of delinquency or continued delinquency across community, statewide, and public and private sectors.

Action Items

- Implement a comprehensive standardized set of assessments and practices, staying mindful of impacts and disparities within unique populations (e.g., girls and minorities), and use these practices consistently at critical intervals throughout the juvenile justice system, accomplished by:
 - Sorting decisions based on risk by category, public safety, and level of restrictiveness or supervision;
 - Case planning based on criminogenic needs and protective factors;
 - Level of service based on other screens or assessments (e.g., mental health, sex offender, substance abuse).
- Regularly review and report overall assessment of population and sub-population risk to reoffend.
- Adopt, develop and implement a validated reassessment tool that eliminates disparities and includes questions and answers supporting transition planning. Use at critical points within the system.



Indicators of Success

- ☑ **Expanded assessment** - Validated risk assessments are conducted and documented in consistent timeframes, and the system adopts consistent re-assessment tools.

STRATEGIC DIRECTION 10: ADVANCE PROFESSIONAL DEVELOPMENT

Advance staff and partner knowledge, understanding, skills and competence across the juvenile justice system.

Strategy

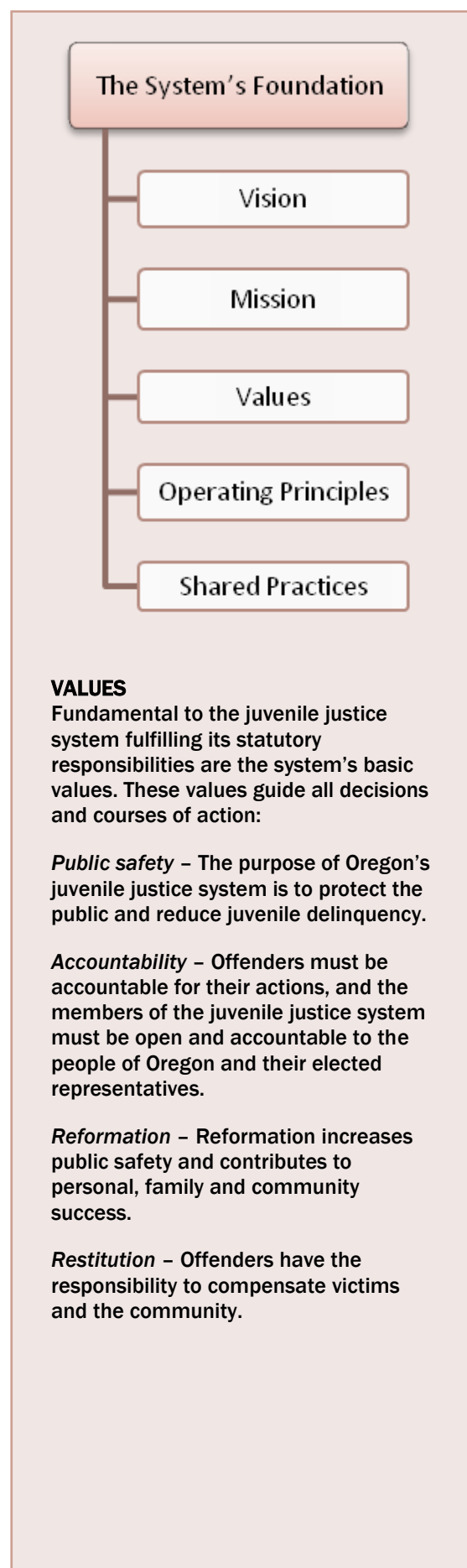
- Advance a continuum of learning opportunities for state, community, private and public partners, and staff to increase knowledge, understanding, skills and competence for advancing the juvenile justice system based on outcome measures and progress.

Action Items

- Develop, adopt and implement knowledge and skill standards and common language that support high functioning juvenile justice system services.
- Identify short- and long-term learning and skill needs to include:
 - Implementing restorative justice principles;
 - Supporting victims' rights, services and methods to address trauma;
 - Developing and implementing sustainable partnerships;
 - Conducting and using assessments;
 - Implementing case management practices;
 - Developing and implementing youth education plans;
 - Managing, measuring and reporting return on investments; and
 - Using data, research and best practices.
- Develop an education plan and training schedule.
- Conduct cost-effective education and training by using distance education resources (e.g., video and Web-based) and skilled professionals within the juvenile justice system partnership.

Indicators of Success

- ☑ **Increased knowledge** - Staff and partners demonstrate increased levels of understanding and use of juvenile justice system and community resources.



THE SYSTEM'S FOUNDATION

The system's foundation rests on its shared vision, mission, values, operating principles and shared practices. This foundation guides decisions and development of the necessary procedures and operations to achieve the vision.

VISION

The vision of the Oregon juvenile justice system is safe communities and youth who lead productive crime-free lives.

MISSION

The mission of Oregon's juvenile justice system is to reduce crime and increase public safety by:

- Holding youth offenders accountable to victims and the community;
- Ensuring fair, equitable, impartial and just procedures;
- Providing access to a continuum of local and state reformation services; and
- Preparing youth to lead productive, crime-free lives.

This mission is achieved through a collaboration of committed public and private sector partners and stakeholders.

THE SYSTEM AND ISSUES

The Steering Committee and workgroups defined Oregon's juvenile justice system based on foundational values, operating principles and shared practices. The intent of the system is to continuously support positive youth development principles and practices that result in youth success.

As part of their work preparing for the Symposium, the workgroups developed descriptions of existing conditions within the state's juvenile justice system and created a list of desired conditions (see page 19). The conditions served as a shared platform for developing the system's goals and strategies.

The Oregon Juvenile Justice System Diagram (see page 21) profiles how individualized reformation and treatment needs of youth offenders are addressed throughout the system. Symposium participants underscored the importance of operationalizing a consistent set of assessments and evaluations, providing treatment that aligns with individual, family and community needs, and continually supporting youth achieving education success.

Existing Conditions	Targeted Conditions
CRIME-BASED APPROACH Youth are managed based on the offense rather than their needs or risks.	→ NEEDS and RISK-BASED APPROACH Youth, family and community resources are engaged to support success.
MINIMAL VICTIM REPRESENTATION Victims feel removed from the process and victims' rights are not fully understood and integrated throughout the juvenile justice system.	→ APPROPRIATE VICTIM INVOLVEMENT Victims receive appropriate opportunities for involvement in the juvenile justice process to ensure youth offenders are held accountable.
RESOURCE-DRIVEN Partners focus on gaining access to scarce resources, resulting in competition taking precedence over collaboration.	→ OUTCOMES-DRIVEN Partners collaborate to make decisions based on shared goals for youth outcomes, willingly supporting flexibility and shared stewardship.
LACK OF CAPACITY for NEEDED SERVICES Youth do not always receive the necessary services at the right time in the right location. This can result in youth being moved further into the system than necessary and remaining in the system beyond an appropriate time needed for treatment.	→ IMPROVED CAPACITY for FLEXIBLE SERVICES Youth offenders have access to comprehensive prevention and intervention services that result in reduced numbers of youth engaged in high-cost delinquency and the adult corrections system. System partners use a shared management approach to providing needed services.
SILOLED, COMPARTMENTALIZED and DISPROPORTIONATE RESOURCE ALLOCATIONS Compartmentalized resource allocations contribute to service fragmentation, competition for limited financial and staff resources, and a lack of consistency of practices, assessments and standards.	→ CONTINUUM OF COHESIVE, COST-EFFECTIVE SERVICE CAPACITY and RESOURCES Partners support a culture of shared ownership, practices and principles supporting positive youth development, and offer a continuum of quality services with capacity to leverage and maximize resources.
LACK OF ENGAGEMENT FROM DIVERSE STAKEHOLDERS Limited engagement from a cross-section of people, agencies and organizations representing all aspects of the system.	→ INTERDEPENDENT COLLABORATION and INCLUSION Full engagement from a diverse representation of system partners committed to stewarding youth toward leading a crime-free life.
DECISIONS BASED ON SUBJECTIVE INFORMATION Limited resources and protocols minimize access to data and scientific resources.	→ DECISIONS BASED ON SCIENCE and RESEARCH Partners have access to systematic data, analysis and research, and use information to make policy and programmatic decisions in a culture of continuous improvement.
OVER-REPRESENTATION OF MINORITY YOUTH Minority youth are over-represented at all stages and in all parts of the system.	→ EQUITABLE OPPORTUNITIES for TREATMENT and PREVENTION/INTERVENTION MEASURES The system provides equitable access for all youth to prevention, diversion and treatment services.
FOCUS ON YOUTH CRIME Treatment and services are based on a view that youth offenders are victims and/or villains.	→ FOCUS ON YOUTH POTENTIAL Treatment and services focus on youth offenders' strengths and abilities to grow.

Shared Practices

Oregon's juvenile justice system public and private sector partners share the following practices.

Systems approach – Partners and stakeholders recognize the role and responsibility the system has in contributing to public safety, and continually seek to contribute effectively and efficiently.

Education – The system continually invests in education in two ways – for juveniles and their education success, and for professional development for staff, partners and stakeholders.

Data driven and research based – Programs and services are developed and implemented based on data, evaluation, analysis and predictors of crime, recidivism and success.

Disproportionate Minority Contact (DMC) – The system continually seeks to address minority youth needs and representation in the system with innovative and effective solutions and services.

Fair and objective – System practices and decisions are based on fair, objective and inclusive standards without regard to race, ethnicity, gender, sexual orientation, religion, or physical and/or mental abilities.

Programs and services – System-wide standardized use of objective and validated risk, need and protective factor assessments is the foundation for effective programs and services. Program and service outcomes are reviewed, evaluated and measured to ensure quality, timeliness, cost-effectiveness and flexibility.

Supporting differences – The system respects, understands and addresses uniqueness and differences and supports flexible services and programs tailored to individual needs as a core practice.

Positive youth outcomes – System practices, services and decisions are based on principles that foster positive youth outcomes – those that support positive peer supports, family and community connections, and personal and educational skill development.

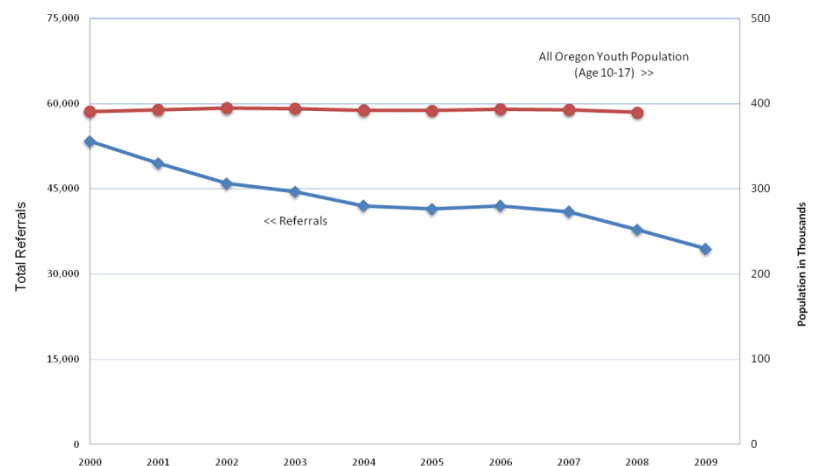
DATA AND INFORMATION

Using data provided by Oregon's Juvenile Justice Information System (JJIS), the Steering Committee, workgroups and Symposium participants created a comprehensive mapping of the system and youth profiles. These data are available at [http://www.oregon.gov/OYA/jjis/JJS presentation.swf](http://www.oregon.gov/OYA/jjis/JJS%20presentation.swf).

Examples of data reviewed include:

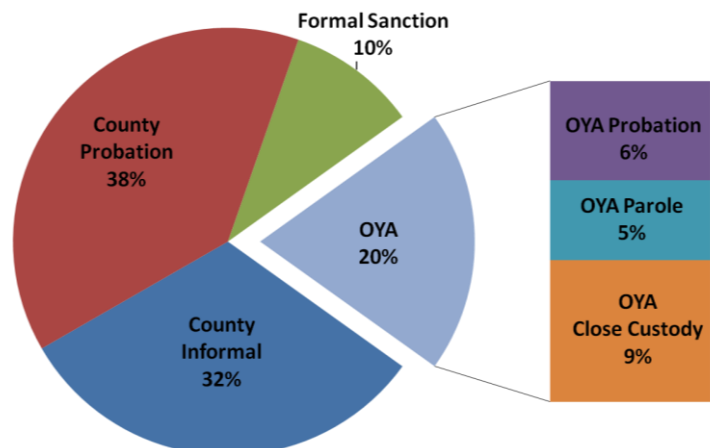
- During the past nine years, while the juvenile population has remained relatively constant, delinquency referrals to county juvenile departments have been steadily declining.

Referral Trends - 2000 - 2009



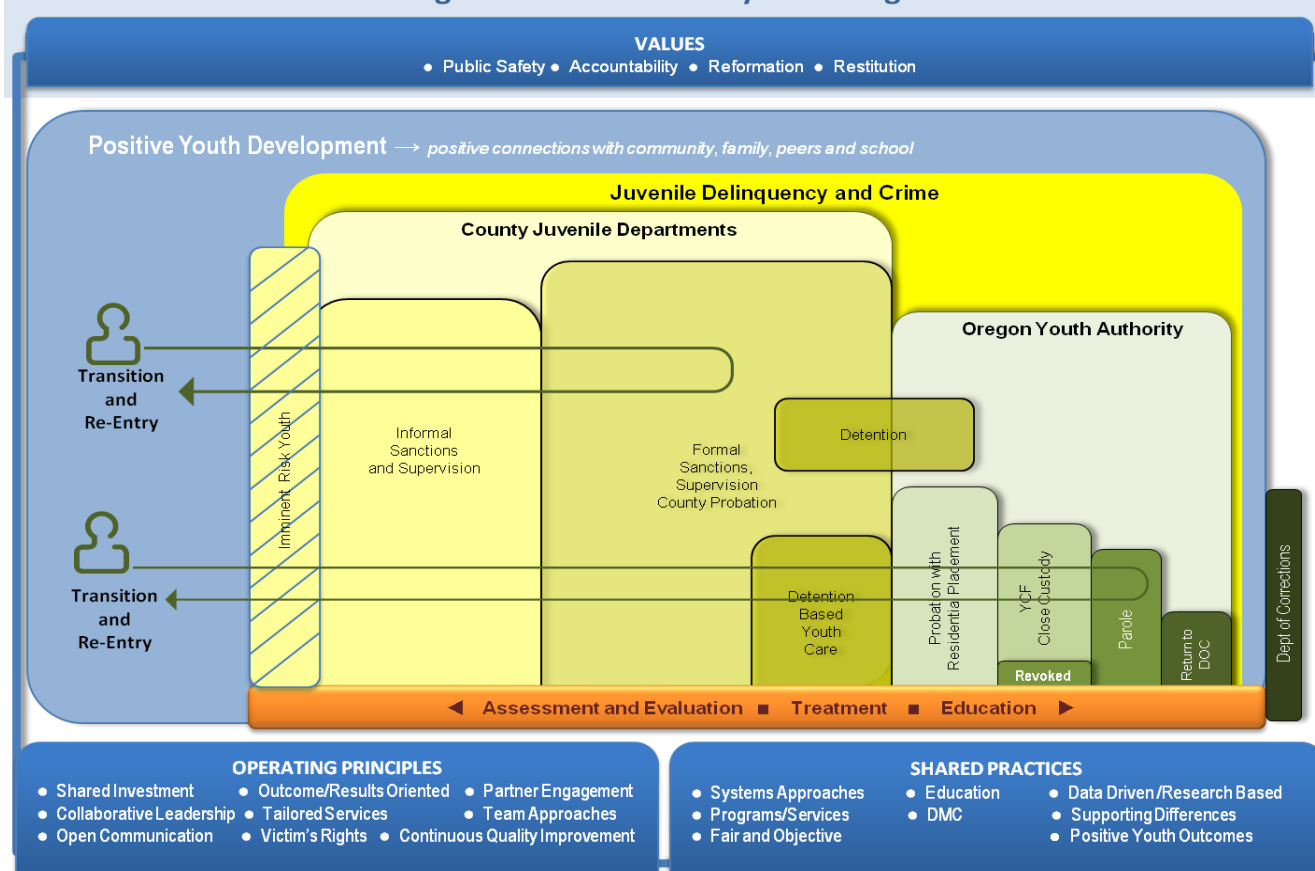
- On average, there are more than 10,000 youth supervised in Oregon's juvenile justice system: 80% of delinquent youth are managed at the county level; 20% are supervised by OYA.

Average Daily Population/Caseload – N = 10,244



OPERATING PRINCIPLES

Shared Investment	Youth, family and community investment in the system increases public safety and multiplies the system's quality and capacity of services.
Outcome and Results Oriented	Collectively, juvenile justice system partners and stakeholders focus efforts to increase public safety.
Partner Engagement	Committed, flexible partnerships among the public and private sectors improve quality, reduce cost of services, and reduce inequitable responses.
Collaborative Leadership	Leadership provides direction and support by translating public safety needs into supporting policies, organizational structures, and strengthening equitable service capacities.
Tailored Services	System partners and stakeholders embrace individualized case management approaches that center on positive engagement of youth, families and communities.
Team Approaches	Team-based operations enhance a culture of cooperation, shared information and alignment of resources.
Open Communication	Knowledge required for operations is accurate and timely, resulting in improved quality, cost and efficiency of services.
Victims' Rights	Every effort is made to integrate victims' rights and foster a high degree of engagement and restoration.
Continuous Quality Improvement	Central to the system's quality is continuous strategic analysis to determine the root causes of issues, and to conceive, implement and standardize cost-effective solutions.

Oregon Juvenile Justice System Diagram

APPENDIX

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Link to additional data

http://www.oregon.gov/OYA/jjs/jjsummit_home.htm

Symposium sponsors

- **Governor's Summit on Disproportionate Minority Contact Planning Committee**
- **Juvenile Court Resources, Inc.**
- **Juvenile Justice Advisory Committee**
- **Oregon Commission on Children and Families**
- **Oregon Department of Education**
- **Oregon Juvenile Department Directors Association**
- **Oregon Youth Authority**
- **Service Employees International Union**

Workgroup participants

Nancy Allen	Angelina Hinojos	Rick O'Dell
Craig Bachman	Deevy Holcomb	Pam Patton
Shari Bandes	Wendy Hull	Patricia Ramirez
Christine Bennett	Lory Humbert	Trish Reding
John Bernard	Larry James	Liz Rehmel
Levi Bunnell	Ken Jerin	CJ Reid
Tom Cleary	Tom Johnson	Daniel Robertson
Ellen Crawford	Dennis Kenna	Molly Rogers
Don Didier	Gary Kilmer	Diane Rose
Steve Doell	Sam Ko	Michael Runyon
Stacie M. Erickson	David Koch	Kris Scrabeck
Erin Fultz	Jim Kramer	Any Sekino
Al Gaines	Tara Lawrence	Paul Snider
Josh Graves	Elizabeth Levi	Scott Taylor
Troy Gregg	Rick Lewis	John Teague
Patrick Gundy	Steve Llanes	Maria Thomas
Ken Hales	Cherisse Loop	Greg VanVlack
Debbie Hansen	Michelle Maher	Khris Ward
Doug Harclerod	Donna McClung	Jes Watkins
Mark Harris	Julie H. McFarlane	John Wentworth
Seantel Heisel	Mark McKechnie	Shannon Wight
Tracie Hightower	Marcela Mendoza	Merri Wyatt
Mike Hillman	Karen Nibler	Joni Zimmerman

Symposium participants

John Aarons	Janet Evans	Al Krug	Susan Robson
Andy Abblitt	Faye Fagel	Glenn LaMotte	Molly Rogers
Marcia Adams, MD	Joe Ferguson	Roger Langlie	Cheyenne Ross
Imran Ahmad	Kelly Ferguson	John Lawrence	Michael Runyon
Bev Alexander	Helen Feroli	Paula Lawrence	Donald J. Russo
Janet Arenz	Erin Fox	Jack Lawson	Rob Salerno
Joyce Armstead	Aric Fromdahl	Jes Leak	Paulette Sanders
Amy Atchison	Joanne Fuller	Jeff Lichtenberg	Danny Santos
Diana Avery	Troy Fuller	Cherie Lingelbach	Hillary Saraceno
Craig Bachman	Erin Fultz	Tim Loewen	Barbara Schatz
Bryan Baird	Brian Gardner	Cherisse Loop	Lance Schnacker
Myrna Barber	Don Gentry	Faith Love	Lynne Schroeder
Michelle Barrera	Greg Giesbrecht	Amanda Lowe-Davies	Anya Sekino
Iris Bell	Suzanne Gonzales	Torri Lynn	Rob Selven
Rodney Berg	James Goodwin	Michelle Maher	Colleen Shearer
Dan Berger	Troy Gregg	Debbi Martin	Winifred Skinner
Kathie Berger	Lawrence F. Griggs, PhD	Heather Martin	Cameron Smith
John Bernard	Tracy Grimm	Donna S McClung	Cindy J. Smith, MD
Kimberly Bernard	Joseph Hagedorn	Mark McDonnell	Lara Smith
Brad Berry	Ken Hales	Mark McKechnie	Lisa Smith
Rich Blum	Nicole Hall	Christina McMahan	Shawna Smith
Ken Boethin	Robert Halverson	Tom Meier	Paul Snider
Cindy Booth	Jonathan Hancock	Margaret Melvin	Ann Snyder
Robert Boss	Debbie Hansen	Stan Mendenhall	Allen Speck
Mary Botkin	Doug Harclerod	Scott Mickey	Allyson Spencer
Diane Brandsma	Hank Harris	Kurt Miller	Peter Sprengelmeyer
Jim Brougham	Mark Harris	Jeff Milligan	Angelica Stambuk
Cindy Burlingame	Scott Harris	Eloise Motonaga	Brian Steckler
Robert C. Cambra	Matthew Hartman	Greg E. Newman	Kathy Steiner
Kevin Campbell	Greg Hazarabedian	Karen J. Nibler	Karen Stenard
Dana Carelle	Benjamin Hazelton	Rem Nivens	Cynthia Stinson
Connie Carley	Hakim Hazim	Joe O'Brien	Ingrid Swenson
Ronnie Ray Carper	Staci Heintzman	Rick O'Dell	Chuck Sybrandt
Barbara Carranza	Seantel Heisel	Judy Okulitch	Bill Taylor
Karey Casebier	Levi Herrera-Lopez	Lynn Oliver	Scott Taylor
Tim Catlow	Tracie Hightower	Andy Olson	Maria Thomas
Joseph Christy	Rick Hill	Heidi Olympius	Sid Thompson
Thomas Cleary	Teresa Hogue	Craig Opperman	Terry Thompson
Brenda Comini	Deevy Holcomb	Scott Paasch	Cheryl Vandlac
Bill Conlon	Tiffany Hopwood	Fariborz Pakseresht	David VanLier
Daniel D Converse	Wendy Hull	Debra Patterson	Gregory Van Vlack
Rodney Cook	Lory Humbert	Dave Paul	Brian Vargo
Karen Cooper	Summer Hunker	Brian Penland	Rebecca Vaughn
Philip Cox	Kevin Hunking	Amanda Perez	Linda Wagner
Ellen Crawford	Jessie Ickes	Colette S. Peters	Nan Waller
Karen Daniels	Lonnie Jackson	Jill Petersen	Cara Walsh
Neil Davies	Kenneth Jerin	Ed Pierson	Khris Ward
Amber DeGrange	Tom Johnson	Robbie Porter	Jessie Watkins
Gilberto De Jesus	Betsy Jones	Issac Powell	Ron Weaver
Shirley Didier	Deirdre Kasberger	Patricia Ramirez	Gillian Wesenberg
Jay Dixon	Donna Keddy	Trish Reding	Richard Wesenberg Jr.
Steve Doell	Dennis Kenna	Norman Reed	Shannon Wight
Kenneth Dukek	Marilyn Kennelly	Willie Rhodes	Judy Wiley
Chris Duval	Viriam Khalsa	Robert Richardson	Janine Wilson
David Dye	Gary R. Kilmer	Randy Ridderbusch	Linda Winnett
J. Mark Eddy	David Koch	Mary Ritter	Julie York
Staci M. Erickson	Kirsten Kolb	Daniel Robertson	Ray Young
Narci Espinoza	Dan Krein	Lisa Robinson	Julie A. Zuver

Volunteer facilitators

Lead Facilitator – Teresa Hogue
Director, Cascade Center for Community Governance

Volunteer Facilitation Team

Person	Agency	Position
Lynn Oliver	OYA-Training Academy	Training Manager
Debbie Martin	OYA-Treatment Services	Treatment Support Coordinator
Erin Fultz	OYA-Community Services	Community Resources Manager
Kirsten Kolb	OYA - Information Systems	JJIS Business Analyst
Deevy Holcomb	Deschutes Co Juv Dept	Management Analyst
Coleen Shearer	Deschutes Co. Juv. Dept	Administrative Supervisor
Dan Converse	Jackson Co Juv Dept	Program Administrator
Joe Christy	OCCF	Private Consultant
Tom Johnson	OYA - MacLaren	Program Director
Winifred Skinner	OYA - Directors Office	Rules and Policy Coordinator
Shawna Smith	OYA - Hillcrest	Program Director
Khris Ward	OYA-Community Services	Community Resource Specialist
Karen Cooper	OYA - Training Academy	Trainer
Cheryl Vandlac	Wash Co Juv Dept	Management Analyst
Tracy Grimm	Wash Co Juv Dept	Program Specialist
Cara Walsh	Mediation Works	Director - Restorative Justice Programs
Barbara Carranza	OCCF	Research Liaison
John Bernard	Mass Ingenuity	President
Kelly Ferguson	Mass Ingenuity	Vice President, Professional Services

Symposium agenda

Monday, October 11, 2010		
7:30 a.m.	Registration and Continental Breakfast	
8:30 a.m.	Welcome	Brad Berry Chair, Juvenile Justice System Symposium Steering Committee Yamhill County District Attorney
9:00 a.m.	The history of juvenile justice in Oregon	Governor Ted Kulongoski
9:20 a.m.	Lessons learned from the private sector for the juvenile justice community	Dick Withnell Chair, Oregon Commission on Children and Families Owner, Withnell Motor Company
9:50 a.m.	A call to action	Brad Berry Chair, Juvenile Justice System Symposium Steering Committee Yamhill County District Attorney Colette S. Peters Member, Juvenile Justice System Symposium Steering Committee Director, Oregon Youth Authority
10:00 a.m.	Break	
10:40 a.m.	Introduction to strategy work group charge and outcomes	Facilitation Team
12:15 p.m.	Lunch	
1:00 p.m.	Maintaining Oregon's juvenile justice community during an economic crisis	The Honorable Paul J. De Muniz Chief Justice, Oregon Supreme Court
1:30 p.m.	Break	
2:00 p.m.	Strategy work groups	Facilitation Team
4:40 p.m.	Strategy gallery	Symposium participants
Tuesday, October 12, 2010		
7:00 a.m.	Continental Breakfast	
8:00 a.m.	Experiences in the juvenile justice system	Youth panel
8:40 a.m.	Break	
9:10 a.m.	Strategy gallery	Symposium participants
9:30 a.m.	Strategy review	Work group participants
10:30 a.m.	Break	
11:00 a.m.	Strategy group reports	Work group participants
Noon	Lunch	
1:00 p.m.	Next steps	Juvenile Justice System Symposium Steering Committee
2:00 p.m.	Closing	

