2010

JUVENILE JUSTICE SYSTEM

SYMPOSIUM

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

Dear Symposium Participant:

Welcome to the 2010 Oregon Juvenile Justice System Symposium. This important event will help determine the future of Oregon's juvenile justice system.

This Symposium brings together representatives from all parts of Oregon's juvenile justice and public safety systems, as well as other Oregonians who care about these topics. As a participant in this two-day event you will have the opportunity to:

- Learn about the strengths and challenges of the current system,
- Work with other participants to develop a shared vision for desired outcomes, and
- Identify strategies and actions that will continue to collectively improve Oregon's juvenile justice system.

You will have your choice of nine discussion areas, each of which will focus on a separate strategy for strengthening Oregon's juvenile justice system. At the end of the second day you will have the opportunity to hear the results of all of these discussions, and to share additional ideas.

Your insights and opinions are important to this process. By actively engaging in these strategy discussions and work sessions, you can help develop system-wide strategies, strengthen the system's capacity to be efficient and cost-effective, and propose a new system structure that will be sustainable in today's era of severely limited resources.

With your help, Oregon can continue to offer a juvenile justice system that protects the public, holds youth accountable, successfully reforms youth, and prevents future victimization.

Thank you for being part of this Symposium.

Sincerely,

Brad Berry
Yamhill County District Attorney
Chair, Juvenile Justice System Symposium Steering Committee

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JUVENILE JUSTICE SYSTEM SYMPOSIUM SCHEDULE

Monday Oct. 11			
7:30– 8:30 am	Registration and Continental Breakfast		
8:30 am	Welcome	Brad Berry, Juvenile Justice System Symposium Steering Committee Chair and Yamhill County DA	General Session
9:00 am	Opening Remarks	Governor Kulongoski	
9:20 am	"Lessons Learned from the Private Sector for the Juvenile Justice Community"	Keynote Speaker Dick Withnell, Chair, Oregon Commission on Children and Families and Withnell Motor Company	
9:50 am	Symposium—A Call to Action	Brad Berry and Colette S. Peters, Director, Oregon Youth Authority and Steering Committee Member	
10:00 am Break			
10:40 am	Strategy Work Group	Introduction to Strategy Work Group charge and outcomes	Assigned Strategy Work Groups
12:15 pm	Lunch		General Session
1:00 pm	*"Maintaining Oregon's Juvenile Justice Community During Economic Crisis"*	The Honorable Paul DeMuniz , Chief Justice Oregon Supreme Court	
1:30 pm Break			
2:00 pm	Strategy Work Groups	Conduct review of strategy (ies) and actions and generate conclusions for Strategy Gallery	Assigned Strategy Work Groups
4:40 pm	Post Strategy Gallery		
5:00—6:30 pm	Strategy Gallery and Reception	Symposium participants review and provide comments, questions and suggestions for all strategies and action. Appetizers and no-host refreshments.	General Session

JUVENILE JUSTICE SYSTEM SYMPOSIUM SCHEDULE

Tuesday, October			
7:00– 8:00 am	Continental Breakfast		
8:00 am	Youth Panel- “From Our Experience”	Moderator: Fariborz Pakseresht, Oregon Youth Authority Deputy Director	General Session
8:40 am Break			
9:10 am	Strategy Gallery	*Symposium participants finalize input to strategy Work Groups*	General Session
9:30 am	Strategy Work Groups	Strategy Groups review information from the Gallery and update strategies and actions.	Assigned Strategy Work Groups
10:30 Break			
11:00 am	Strategy Group Reports	Conclusions from Strategy Gallery reported	General Session
Noon	Lunch		
1:00 pm	Shared Leadership Panel: “Future Directions and Next Steps”	Moderator—Brad Berry, Chair, Juvenile Justice System Steering Committee Panel Members: Kathie Berger, Attorney Andy Olson, Oregon State Representative, District #15 Craig Opperman, Vice President, Oregon Alliance of Children’s Programs Deborah Patterson, Juvenile Director for Crook County Colette Peters, Director Oregon Youth Authority The Honorable Nan Waller, Judge, Multnomah County Circuit Court	
2:00 Closing	*The Steering Committee extends sincere appreciation for participants’ commitment, expertise and time supporting the advancement of Oregon’s juvenile justice system.*		

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PROTECTING PUBLIC SAFETY

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

The current continuum of services has been in place since that time. 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 requires a fresh look at how Oregon's juvenile justice system can continue to effectively protect public safety in the years ahead.

Advancing the juvenile justice system began by launching the 2010 Juvenile Justice System Symposium—a forum engaging a wide cross-section of people and organizations to address current and emerging challenges, develop a shared vision for the future, and identify strategies and actions. The purpose of the Symposium is to strengthen the System's capacity to be efficient and effectively communicate, cooperate, and integrate resources.

From Framework to Blueprint

This Framework serves as a foundation to hold discussions with increased numbers of people during the October Symposium event. Facilitated discussions will be held to incorporate viewpoints, interests, ideas. Once adopted by participants, the Framework will become Oregon's Juvenile Justice System Blueprint. The Blueprint fulfills a request by the 2009 Oregon Legislative Assembly to bring together the System's partners and stakeholders to strengthen the System and improve public safety. The Legislature's request has taken on new urgency as a result of the state's declining revenues and the need to collectively leverage limited resources.

The Symposium's work is based on three principles:

Shared investment—Leading a shared vision along with goals, strategies and actions is the best return on investment of resources;

Strengths—Flexibility and innovation provide opportunities to make best use of strengths and resources; and

Integrity—The foundation of success rests on respect and trust—both inside and outside the juvenile justice system.

Symposium Outcomes

Develop system-wide strategies that broaden private and public sector engagement, leverage leadership, and foster a focus on youth success. This will position the System to advance capabilities to satisfy emerging demands.

Strengthen the system's capacity to be efficient and flexible by identifying and launching short and long-term actions to address existing and emerging issues in a timely manner. This positions the System to foster a culture of continuous improvement.

Advance the system's structure to enhance partnerships and improve the sharing and use of information internally and externally. This positions the System to better support those working within and with the system to effectively and flexibly communicate, cooperate and integrate.

ADVANCING OREGON'S JUVENILE JUSTICE SYSTEM

Led by the Juvenile Justice System Symposium Steering Committee, the Framework has been developed jointly by four separate Work Groups. Collectively, the Steering Committee and Work Group members have drafted the information that follows.

Vision

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

Mission

Through a collaboration of committed public and private sector partners and stakeholders, Oregon's juvenile justice system's mission 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.

The System

Oregon's juvenile justice system is visually described in Diagram 1. The diagram underscores the vision to support youth leading crime free lives in an environment of positive youth development. The diagram shows the system's values, operating principles, and shared practices framing the culture of how the juvenile justice system integrates its range of services in support of positive youth development and public safety.

Values

Fundamental to the Juvenile Justice System fulfilling its constitutional and legal responsibilities are the System's basic values. These beliefs guide decisions, courses of action, direction, and preferred responses.

Public Safety – The purpose of Oregon's Juvenile Justice System is to protect the public and reduce juvenile delinquency.

Accountability – The System believes offenders must be accountable for their actions. Further, the System is open and accountable to the people of Oregon and their elected representatives.

Reformation – The System believes in reformation as a means to increase public safety and personal, family and community success.

Restitution – The System believes offenders have the responsibility to compensate victims and the community.

Operating Principles

Oregon's Juvenile Justice System achieves its purpose by embracing the following 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/Results Oriented – Collectively, Juvenile Justice System partners and stakeholders focus efforts to increase public safety.

Partner Engagement – Committed, flexible partnerships with public and private sectors improve quality, cost of services, and reduce inequitable and eradicate 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 – The system partners and stakeholders embrace individualized case management approaches that center on positive engagement of youth, family and community.

Values

Four values are identified. Identify additional values to be considered.

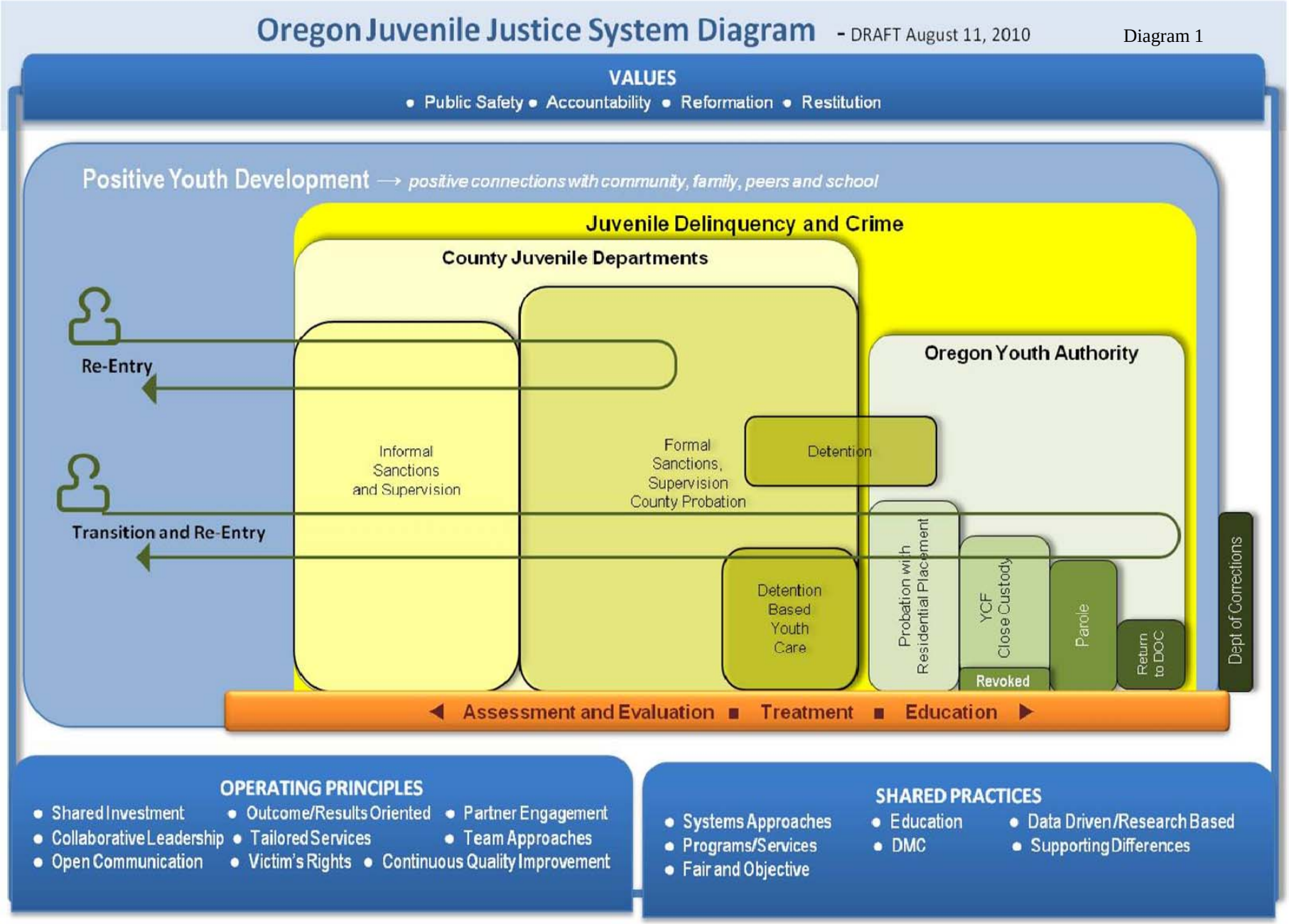
Operating Principles

To what degree does your agency/organization practice the operating principles?

High use 5

3

Low use 1


Oregon Juvenile Justice System Diagram - DRAFT August 11, 2010
Diagram 1
VALUES
• Public Safety • Accountability • Reformation • Restitution
Positive Youth Development → positive connections with community, family, peers and school
Juvenile Delinquency and Crime
County Juvenile Departments
Oregon Youth Authority
Re-Entry
Transition and Re-Entry
Informal Sanctions and Supervision
Formal Sanctions, Supervision County Probation
Detention
Detention Based Youth Care
Probation with Residential Placement
YCF Close Custody
Revoked
Parole
Return to DOC
Dept of Corrections
Assessment and Evaluation ■ Treatment ■ Education
OPERATING PRINCIPLES
• Shared Investment • Outcome/Results Oriented • Partner Engagement
• Collaborative Leadership • Tailored Services • Team Approaches
• Open Communication • Victim's Rights • Continuous Quality Improvement
SHARED PRACTICES
• Systems Approaches • Education • Data Driven/Research Based
• Programs/Services • DMC • Supporting Differences
• Fair and Objective

Shared Practices

To what degree does your organization/agency integrate the practices described?

High use 5

3

Low use 1

What needs to occur to advance the Shared Practices?

Operating Principles continued.

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 victim rights and foster high degree of engagement and restoration.

Continuous Quality Improvement – Central to the System's quality is continuous strategic analysis to determine root causes of issues and conceiving, implementing, and standardizing cost effective solutions.

Shared Practices

Oregon's juvenile justice system is made up of a range of public and private sector partners with shared commitment to public safety. Together, partners integrate the following practices:

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

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

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

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.

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

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

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.

Facts and Figures About the Juvenile Justice System

While Diagram 1 provides a visual overview of the system, information about Oregon's youth population and youth in the system including numbers of referrals, dispositions, and daily populations can be found in the Juvenile Justice system Data presentation. The presentation is available at http://www.oregon.gov/OYA/jjs/jjsummit_home.htm and in print as Appendix A.

History of the Juvenile Justice System

The juvenile justice system continues to advance as the environment of issues shifts.

An overview of the history of Oregon's juvenile justice system is provided in Appendix B.

THE SYSTEM'S EXISTING AND TARGETED CONDITIONS

To successfully frame the System's goals and strategies, it is important to understand current conditions and agree on desired or targeted conditions. The following two-page table frames existing and targeted conditions across the System.

A. Existing Conditions		B. Targeted Conditions
CRIME-BASED APPROACH Emphasis often leads to "silo" or "myopic" approaches to dealing with issues.	→	SYSTEMATIC RISK and NEEDS-BASED APPROACH Emphasis on engaging youth, family, and community and resources supporting success and quality of life.
VICTIM REPRESENTATION Victims feel removed from process and victims' rights are not fully understood and integrated throughout the juvenile justice system.	→	JUVENILES ARE ENGAGED IN RESTITUTION Youth are accountable, restitution and community service is practiced, and victims receive appropriate opportunities for involvement in the juvenile justice process.
RESOURCE-DRIVEN Focus is on scarce resources resulting in self preservation and competition.	→	VALUE, PRINCIPLE, OUTCOME and ACCOUNTABILITY DRIVEN Decisions are based on underlying shared beliefs supporting highest risk youth, family and community success, assuming responsibility for accountability and victim restoration, and efforts fostering shared stewardship for public safety.
LACK OF CAPACITY for NEEDED SERVICES Investing in cost-effective community-based prevention and intervention efforts is challenged by ongoing reduction of revenue. This often results in youth placed in the justice system as a default to help them access needed services.	→	IMPROVED CAPACITY and COMPREHENSIVE FLEXIBLE SERVICES Continue to build long-term capacity of comprehensive prevention and intervention services that result in reduced numbers of youth engaged in high-cost delinquency and adult corrections system. Improve shared management of services by system partners.
SILOING, COMPARTMENTALZING and DISPROPORTIONATE RESOURCES and PROCEDURES 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 A culture of shared ownership of practices and principles supporting positive youth development and a continuum of quality services with capacity to leverage and maximize resources and operationalize procedures and protocols that support "seamless" transitions.

Targeted Conditions

Of the Targeted Conditions described, identify those most likely to be reached within three years.

Targeted Conditions

Of the Targeted Conditions described, identify those least likely to be reached within three years.

What are the barriers to reaching these targeted conditions?

A. Existing Conditions		B. Targeted Conditions
LACK OF ENGAGEMENT FROM DIVERSE STAKEHOLDERS Decisions are often made in a vacuum without engagement from a cross-section of people, agencies, and organizations.	→	**INTERDEPENDENT COLLABORATION and INCLUSION** A system characterized by diverse engagement committed to stewarding youth toward leading a crime-free life.
MANY DECISIONS BASED ON SUBJECTIVE INFORMATION Limited resources and protocols minimize access to data and scientific resources.	→	**DECISIONS BASED ON SCIENCE, RESEARCH and EXPERIENCE** Systematic review, data, analysis and research supporting continuous improvement of the juvenile justice system.
OVER-REPRESENTATION OF MINORITY YOUTH Over-representation of minority youth in all parts of the system and evidence of systemic racism.	→	**EQUITABLE ACCESS** System supporting equitable access to opportunities for success, prevention and diversion from the formal juvenile justice system.
ETHNIC and DIVERSITY PARTICIPATION Focus on respecting diverse populations with unique needs.	→	**INTEGRATING CULTURAL and GENDER DIFFERENCES** Focus on tailoring access and delivery of services to meet and support diverse cultural and gender differences.
INFORMATION ACCESS Access to system databases is inconsistent among partners.	→	**INFORMATION SHARING** System creates an information infrastructure that supports consistency and efficiency across the system.
VIEW OF YOUTH AS VICTIM OR VILLAIN Assumptions about youth, the origins of delinquent behavior, how delinquents compare to other adolescents, delinquent youths' capacity for behavior change, principal intervention strategy, role of treatment, and risks of treatment are characterized by opposing views.	→	**VIEW OF YOUTH AS RESOURCE** Assumptions about youth and response to delinquent behavior are based on an understanding of the connection between normal adolescent behavior and delinquent behavior, an understanding that treating the symptom of delinquency is different than treating the cause of delinquency, and an assumption that a strengths-based approach fosters self-esteem and other protective factors in adolescents.

SUMMARY—GOALS AND STRATEGIC APPROACHES

Introduction

Oregon's juvenile justice system contributes significantly to public safety. To ensure continuous efficient and cost-effective investment of resources, system partners and stakeholders are launching strategies that will continue building the system's capacity to support public safety.

The following draft defines five goals supporting advancement of the juvenile justice system. Four strategic directions frame 12 strategies and a number of actions.

Goals

Based on your understanding of the existing juvenile justice system, are the goals realistic?

Strategic Approaches

Given current and targeted conditions, will implementation of the strategic approaches and strategies advance the juvenile justice system?

Goals and Indicators of Success

	AWARENESS OF VALUE	EFFECTIVE PREVENTION for YOUTH AT IMMINENT RISK OF DELINQUENCY	EFFECTIVE INTERVENTION for DELINQUENT YOUTH	CONTINUOUS IMPROVEMENT	COST EFFECTIVE INVESTMENTS
GOALS	Elevate awareness and understanding of the critical role Oregon's juvenile justice system plays in contributing to public safety and why it deserves to be equally valued with the adult corrections system in any public safety planning and problem-solving.	Increase public safety by strengthening efforts outside of the traditional Juvenile justice system (*i.e., communities, families, peers, and schools*), to focus on practices supporting positive youth development.	Increase public safety 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 system's continuum, based on each youth's risk to reoffend.	Advance juvenile justice system effectiveness and efficiency through continuous improvement practices.	Increase responsible stewardship of public resources by maximizing investment in the most cost-effective juvenile justice system services and decreasing the use of the least cost-effective services without jeopardizing public safety.
INDICATATORS	*The juvenile justice system is valued and respected as a community as evidenced by biennial public survey results* *In all public safety decisions, the juvenile justice system is recognized as a significant contributor and representative of a population in corrections.* *Volunteerism, advocacy and engagement in effective public safety strategies are increased.* *A wide cross section of sustainable resources is in place.*	*Decreased juvenile crime rates.* *Increased sustained community partnerships supporting targeted prevention services.*	*Decreased juvenile crime rates.* *Reduced numbers of youth committing new offenses and moving or defaulting deeper into the system.* *Reduced numbers of juvenile delinquents entering into the adult corrections system.* *Increased public and private sector funding supporting the system.* *Consistent use of system assessments and other tools throughout the system to improve practices.*	*Oregon's juvenile justice profession is characterized by continuous learning, quality assurance and improvement, as data and analysis are embraced as critical components of decision-making.* *Community providers have appropriate access and contribute information to JJIS.*	*Return on investment indicators demonstrate positive returns (e.g. Investment in successful transition pays for itself in reduced need for close custody, less crime, and less victimization).* *The system provides timely access to the right services at the right times for the right youth, as evidenced by routine reviews of wait times from referral to service, reduction in use of close custody due to lack of appropriate residential resources, and annual review of program exclusionary criteria and youth profiles.*

STRATEGIC APPROACHES

A. CAPACITY BUILDING	B. EFFICIENCY and COST EFFECTIVENESS	C. SYSTEM INTEGRATION	D. STANDARDS and PRACTICES
STRATEGIES			
A1. INFORMATION and PUBLIC ENGAGEMENT Broaden scope of information and public engagement to support the valuable role the system plays in contributing to public safety. **A2. EDUCATION, TRAINING and SKILL BUILDING** Develop and implement a collective continuum of learning opportunities for state, community, private and public sector partners that advances knowledge, understanding, skills, and competence across the system based on progress and outcome measures. **A3. TRANSITION SUPPORTS** Increase likelihood of successful reentry to a crime-free productive life by systematically strengthening transition services for youth moving into, through and out of the system and increasing staff and youth knowledge about those services.	**B1. RESOURCE MANAGEMENT** Establish and implement efficient and cost effective resource management standards and innovative practices that continuously inventory, review, leverage, align and maximize resources across the system. **B2. INVESTMENT RETURN** Provide the highest return on resource investment (real cost savings) by routinely reviewing, analyzing, and implementing innovative cost effective practices throughout the system.	**C1. PARTNERSHIPS** Increase integration of system resources and services through sustainable public, private, local and state partnerships. **C2. LEADERSHIP and COORDINATION** Implement shared leadership approaches supporting system wide integration of shared vision, goals, strategies, values, principles and practices, and routine reviews and evaluations supporting continuous improvement. **C3. SERVICES ACCESS** Continuously improve timely access to the most appropriate local and state juvenile justice system services. Institute improvements in proportions that maintain a balance of services across the continuum based on agreed practices, local resources, and youth need.	**D1. SCIENCE and DATA DRIVEN** Develop and implement evidence based culturally and gender appropriate community-based and institutional programs that strengthen and support prosocial behaviors. **D2. ASSESSMENT CONTINUUM** Using science and data, advance timely universal and systematic assessments based on risk and protective factors. Using valid assessment tools, mobilize effective interventions for youth at imminent risk of delinquency or continued delinquency across community and statewide and public and private sectors. **D3. VICTIM SUPPORT** Continue and expand practices that promote restorative justice and integrate victim rights and needs into accountability, sanction and supervision decision making processes. **D4. REINTEGRATION** Increase opportunities for successful transitions by developing and providing standardized information to both staff and youth.

CAPACITY BUILDING

STRATEGIES	ACTIONS
A1. INFORMATION and PUBLIC ENGAGEMENT Broaden scope of information and public engagement to support the valuable role the juvenile justice system plays in contributing to public safety.	**A1.1 COMMUNICATION** Increase broad public awareness of how the juvenile justice system contributes to public safety by routinely reporting to the public, community and state policy leaders, and partner's information on juvenile crime trends, crime and recidivism data, and return on investment of the juvenile justice system. Reporting shall include: • Multiple measures of recidivism; • Identified targeted populations and appropriate indicators; and • Success stories.
A2. EDUCATION, TRAINING and SKILL BUILDING Develop and implement a collective continuum of learning opportunities for state, community, private and public sector partners that enhances knowledge, understanding, skills and competence across the juvenile justice system based on progress and outcome measures.	**A2.1 KNOWLEDGE AND SKILL STANDARDS** Develop and adopt knowledge and skill standards and common language to support high-functioning juvenile justice system services based on progress and outcome measures. **A2.2 LEARNING NEEDS ASSESSMENT** Determine short- and long-term knowledge and skill learning needs and develop education plans and training schedule. **A2.3 TRAINING AND EDUCATION** Conduct cost-effective education and training by using distance education (e.g., DVD and Web-based) resources and skilled professionals within the juvenile justice system partnership.
A3. TRANSITION SUPPORTS Increase likelihood of a successful reentry to a crime-free productive life by systematically strengthening transition services for youth moving into, through and out of the system, and increasing staff and youth knowledge about those services.	**A3.1 REASSESSMENT** Routinely reassess and transition youth into appropriate cost-effective resources. **A3.2 TRANSITIONAL HOUSING** Increase transitional support housing resources where youth receive subsidized housing support for a limited period of time, and gradually transition to self-support.

EFFICIENCY and COST-EFFECTIVNESS

STRATEGIES	ACTIONS
B1. RESOURCE MANAGEMENT Establish and implement efficient and cost-effective resource management standards and innovative practices that continuously inventory, review, leverage, align and maximize resources across the juvenile justice system.	**B1.1 SYSTEM MANAGEMENT** Routinely map system-wide resources, expenditures and outcomes, and youth profiles in order to consistently assess and re-align system resources toward the most cost-effective services. **B1.2 CASE MANAGEMENT** Routinely review effectiveness of consistent case management plans and decisions based on scientifically identified risk and protective factors, resiliency, and individual strengths. Based on valid assessments, maximize resource investment by delivering sanctions and interventions in settings that match appropriate service intensity with identified youth risks and needs. Adjust services as indicated by progress and reassessment.
B2. INVESTMENT RETURN Provide the highest return on resource investment (real cost savings) by routinely reviewing, analyzing and implementing innovative cost-effective practices throughout the system.	**B2.1 STANDARDIZED OUTCOMES** Identify and implement standardized outcome indicators that measure investment return including recidivism, positive youth development, and other appropriate indicators. **B2.2 IMPACT MEASUREMENT** Consistently measure and analyze standardized outcomes and the impacts of those outcomes on public safety and reduced juvenile crime. **B2.3 COST-BENEFIT REPORTING** Routinely report the real cost-benefit savings associated with effectively reducing juvenile crime including costs associated with system processing, supervision, incarceration, and costs to the victim. **B2.4 REINVESTMENT** Implement incentives and rewards that foster best practices and innovation by systematically identifying and exploring incentives, disincentives and opportunities to reinvest in practices that foster excellence, contribute to identified outcomes, and enhance public safety.

SYSTEM INTEGRATION

STRATEGIES	ACTIONS
C1. PARTNERSHIPS Increase integration of system resources and services through sustainable public, private, local and state partnerships.	**C1.1 PARTNERSHIP CULTURE** Foster a culture of high-functioning partnerships that embrace the system's vision, mission, values, shared practices, operating principles and actions.
C2. LEADERSHIP and COORDINATION Implement shared leadership approaches supporting system-wide integration of shared vision, goals, strategies, values, principles and practices, and routine reviews and evaluations supporting continuous improvement.	**C2.1 STEWARDSHIP COUNCIL** Implement a sustainable non-partisan public, private, local and state balanced stewardship council to lead, coordinate, and broker system-wide continuous improvement strategies that include cost-effective standards and practices, capacity building, and system integration. **C2.2 ENGAGEMENT FORUMS** Conduct routine local and statewide forums to inform the stewardship council by: • Reviewing progress, outcomes, and data; • Implementing efficient management practices; and • Identifying training needs. **C2.3 IMPROVEMENT PANEL** To support continuous improvement, initiate a process to integrate data analyses from the engagement forums, conduct critical incident reviews as needed, provide appropriate recommendations to the stewardship council, and supply information for reporting returns on investments.
C3. SERVICES ACCESS Continuously improve timely access to the most appropriate local and state juvenile justice system services. Institute improvements in proportions that maintain a balance of services across the juvenile justice system based on agreed practices, local resources, and youth need.	**C3.1 TIMELY ACCESS** Improve timely access to appropriate services by partnering, leveraging and diversifying the community service base to meet underserved needs. **C3.2. INFORMATION ACCESS** 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; and • Providing electronic access to information and data at the specific youth case level.

STANDARDS and PRACTICES

STRATEGIES	ACTIONS
D1. SCIENCE and DATA DRIVEN Develop and implement evidence-based culturally and gender-appropriate community-based and institutional programs that strengthen and support pro-social behaviors.	**D1.1 STANDARDIZE PROTOCOLS** Implement standards and practices that allocate appropriate resources for youth based on risk and need and ensure appropriate accountability actions and sanctions for youth. **D1.2 TAILOR SERVICES** Recognizing the unique needs of Oregon's communities and youth, implement standardized protocols with the flexibility to tailor services. Ensure tailored approaches adhere to established science- and data-driven approaches. **D1.3 CONDUCT REVIEWS OF SYSTEM PROBLEMS** In alignment with Oregon statutes and system improvement principles, establish standards for review of critical incidents and other evidence of system failure. The process for implementation is identified in C2.3.
D2. ASSESSMENT CONTINUUM Using science and data, expand the use of timely universal and systematic assessments based on risk and protective factors. Using valid assessment tools, enact effective interventions for youth at imminent risk of delinquency or continued delinquency across community and statewide and public and private sectors.	**D2.1 STANDARDIZE ASSESSMENTS** Implement a comprehensive standardized set of assessments and practices, staying mindful of impacts on unique populations (e.g., girls and minorities), and use these practices consistently at critical intervals throughout the juvenile justice system. **D2.2 TRAINING AND UPDATES** Routinely provide community and state-wide training and updates on standardized assessment practices. **D2.3 REVIEW AND ADJUST** Continuously validate and improve standardized assessment tools to align with the most predictive risk and protective factors in order to increase the fair and equitable application of such instruments.
D3. VICTIM SUPPORT Continue and expand strategies and policies that promote restorative justice and integrate victims' rights and needs into accountability, sanction and supervision decision-making processes.	**D3.1 – COMMUNICATION** Based on Oregon's constitution and statutes, provide routine education and training for juvenile justice system partners and victims to improve understanding about how youth are held accountable for their crimes, including victims' rights and roles in the system. **D3.2 –ACCOUNTABILITY TO VICTIMS** Increase consistency in accountability to victims by strengthening expectations regarding the payment of restitution and establishing systems to support youth offenders' ability to satisfy the order.

D4. REINTEGRATION on following page

STANDARDS

STRATEGIES	ACTIONS
D4. REINTEGRATION Increase opportunities for successful transitions by developing and providing standardized information to both staff and youth.	**D4.1 – WORKER AWARENESS and TRAINING** Increase local and state staff awareness of resources needed for successful reintegration through electronic communication and on-going training.

APPENDIX

A. Juvenile Justice System Data

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Juvenile Justice System Data

The Juvenile Justice System Data appendix provides information pertaining to operations.

A range of acronyms are used throughout Appendix B. Chart 1 provides definitions for acronyms used.

Juvenile Justice System Data
compiled by Cherie Lingelbach,
Juvenile Justice Information System
Policy and Standards Manager

Special thanks and acknowledgment to:

Juvenile Justice Information System

Oregon County Juvenile Justice Depts.

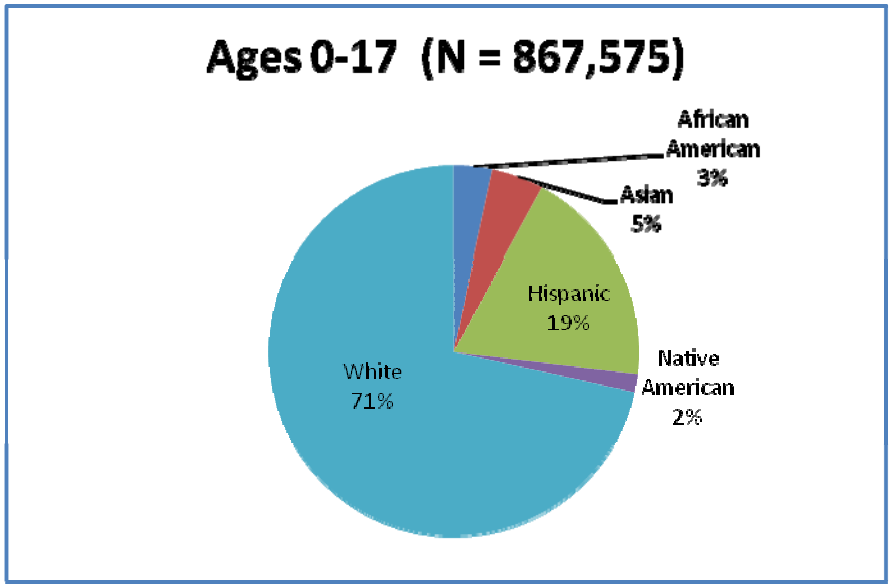
Oregon Youth Authority Research Unit

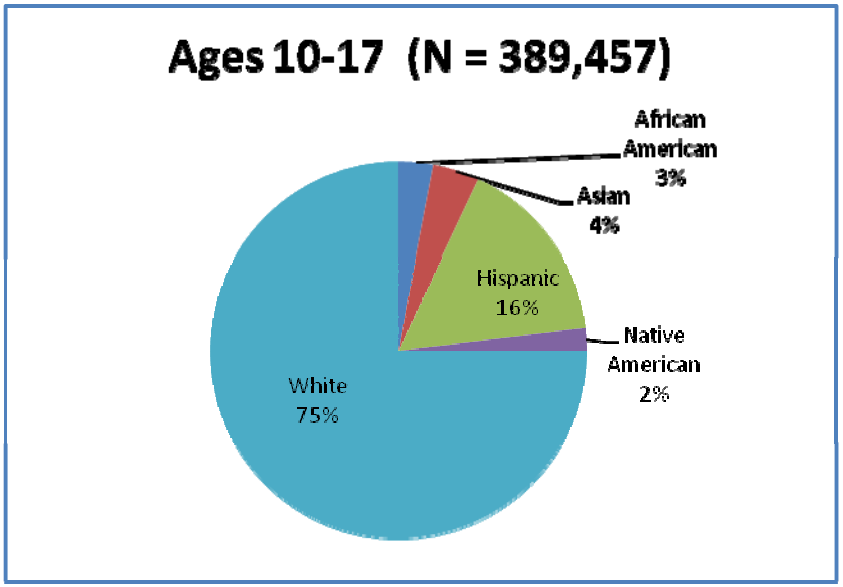
Oregon Youth Authority Budget Office

Acronym	Meaning Chart 1
ADP	Average Daily Population
DBA	Discretionary Bed Allocation
DHS	Department of Human Services
DOC	Department of Corrections
JCP	Juvenile Crime Prevention
JDEP	Juvenile Detention Education Program
LOS	Length of Stay
M11	Ballot Measure 11 – (Automatic Transfer to Adult Court and Mandatory Minimum Sentence)
OYA	Oregon Youth Authority
PSR	Public Safety Reserve
RNA	Risk/Needs Assessment
YCEP	Youth Corrections Education Program
YCF	Youth Correctional Facility

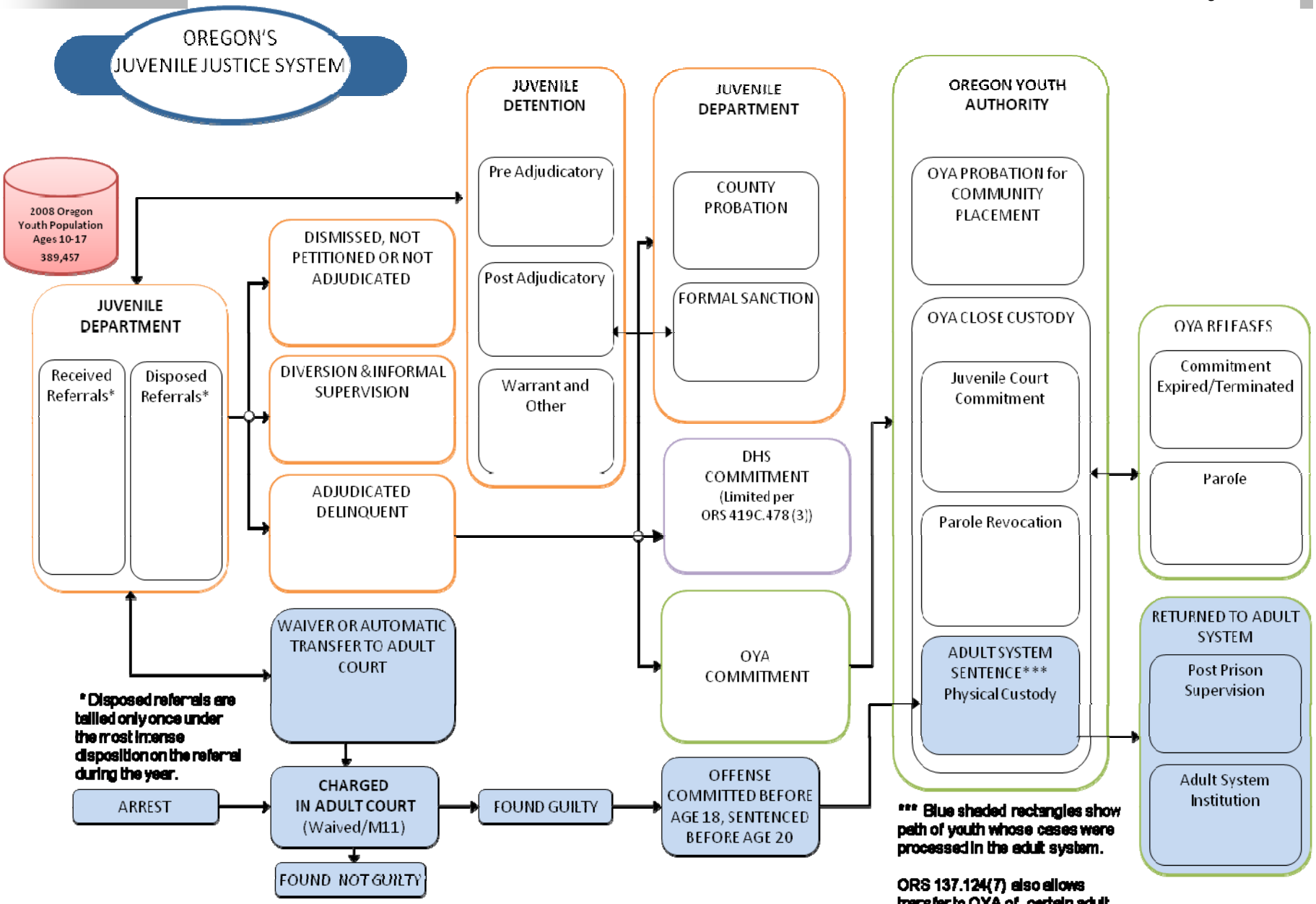
2008 Oregon Youth Population

Male – 51%; Female – 49%

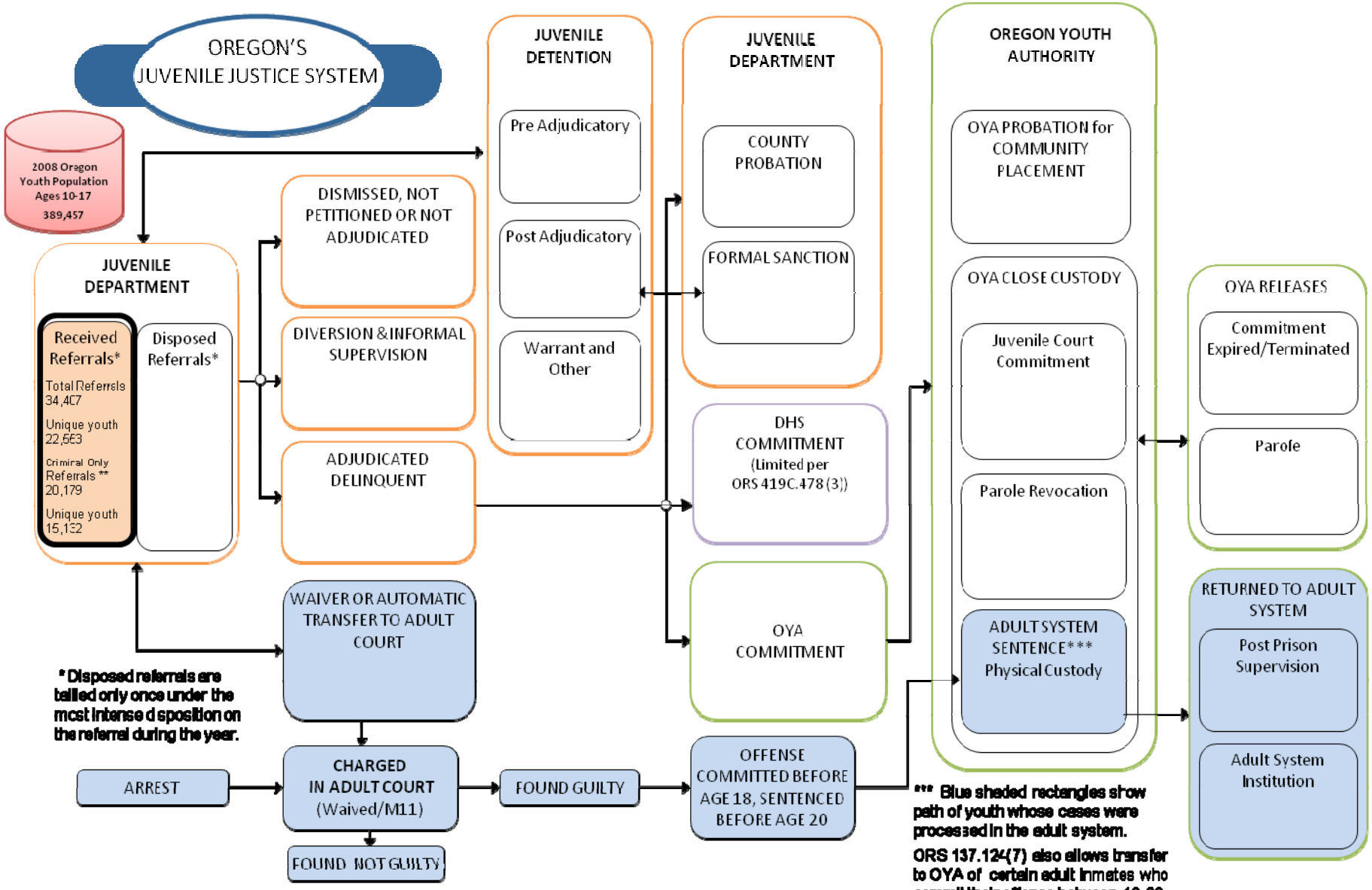




Estimated percent 2008 Oregon population age 10-17 - Source: Puzzanchera, et.al. (2009) "Easy Access to Juvenile Populations"

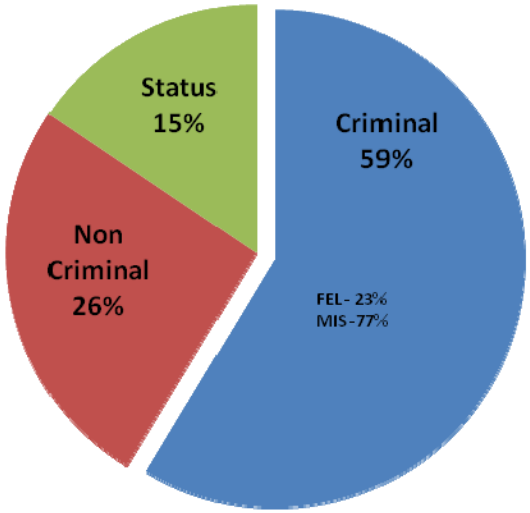

OREGON'S JUVENILE JUSTICE SYSTEM
2008 Oregon Youth Population Ages 10-17 389,457
JUVENILE DEPARTMENT
Received Referrals*
Disposed Referrals*
DISMISSED, NOT PETITIONED OR NOT ADJUDICATED
DIVERSION & INFORMAL SUPERVISION
ADJUDICATED DELINQUENT
JUVENILE DETENTION
Pre Adjudicatory
Post Adjudicatory
Warrant and Other
JUVENILE DEPARTMENT
COUNTY PROBATION
FORMAL SANCTION
DHS COMMITMENT (Limited per ORS 419C.478 (3))
OYA COMMITMENT
OREGON YOUTH AUTHORITY
OYA PROBATION for COMMUNITY PLACEMENT
OYA CLOSE CUSTODY
Juvenile Court Commitment
Parole Revocation
ADULT SYSTEM SENTENCE*** Physical Custody
OYA RELEASES
Commitment Expired/Terminated
Parole
RETURNED TO ADULT SYSTEM
Post Prison Supervision
Adult System Institution
WAIVER OR AUTOMATIC TRANSFER TO ADULT COURT
ARREST
CHARGED IN ADULT COURT (Waived/M11)
FOUND GUILTY
FOUND NOT GUILTY
OFFENSE COMMITTED BEFORE AGE 18, SENTENCED BEFORE AGE 20
* Disposed referrals are tallied only once under the most intense disposition on the referral during the year.
** Criminal = Felony & Misdemeanor
Non-Criminal = Violations
Status Offenses = Runaway, Curfew, etc.
*Referrals received may be disposed after the end of the year;
*Disposed Referrals may have been received prior to the beginning of the year
*** Blue shaded rectangles show path of youth whose cases were processed in the adult system.
ORS 137.124(7) also allows transfer to OYA of certain adult inmates who commit their offense between 18-20.

2009 - Annual Volume of Received Referrals



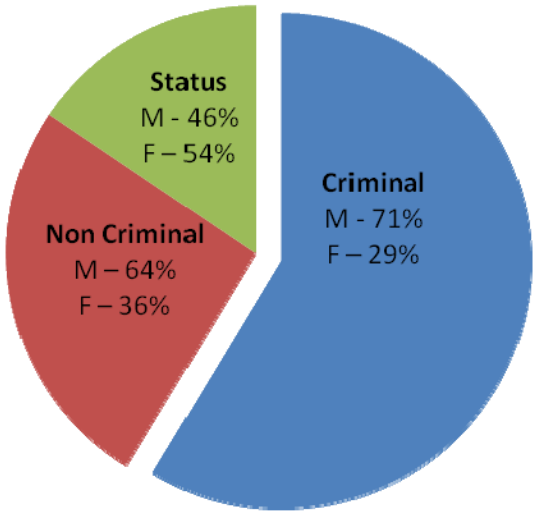
2009 - Referrals Received – by Type

Total - N= 34,407



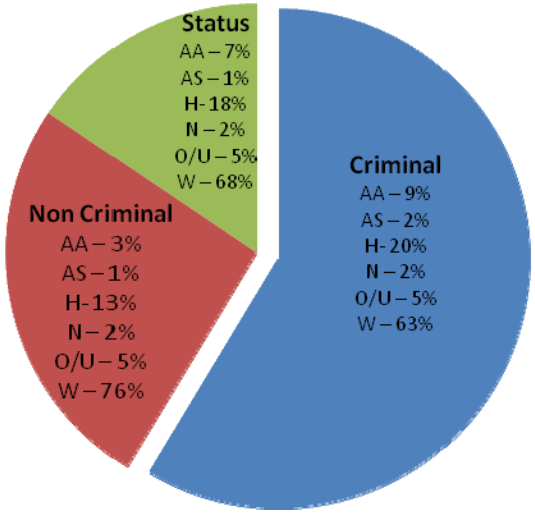
By Sex - N= 34,407

Male – 65%; Female – 35%

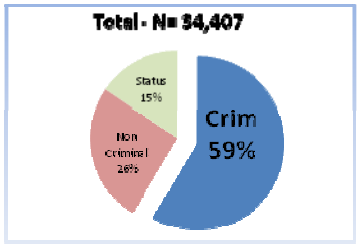


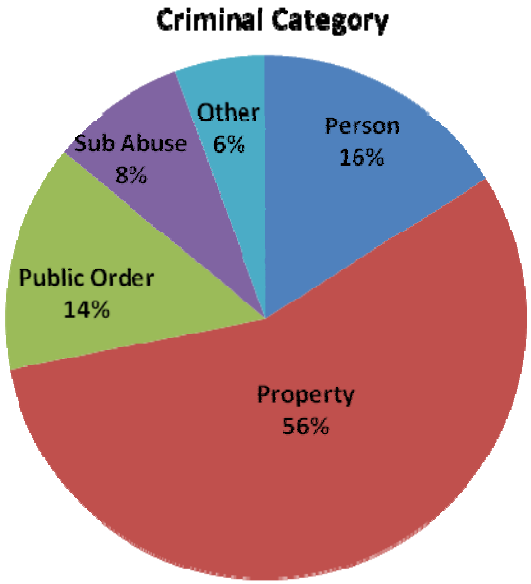
By Race/Ethnicity - N = 34,407

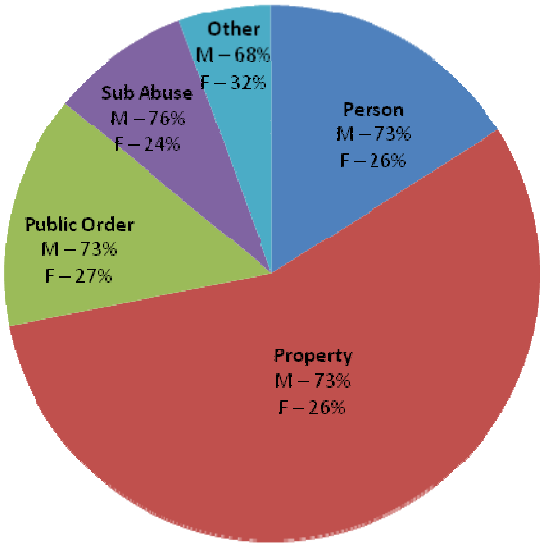
Afr Amer–6.8%; Asian–1%; Hisp–18%; Nat Amer–2%; Other/Unk–5%; White-67%

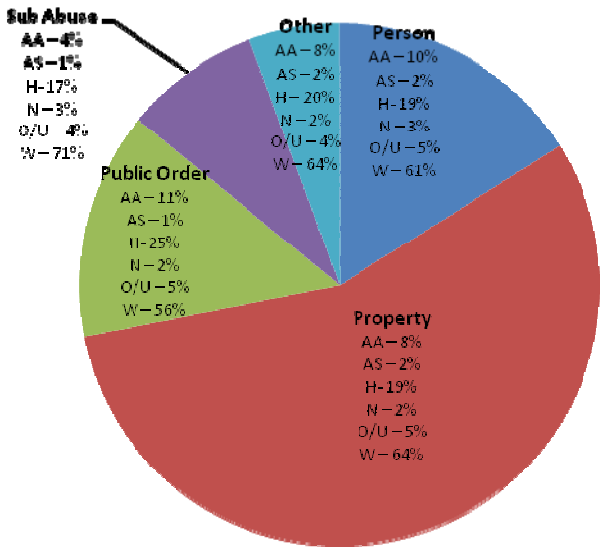


2009 - Criminal Referrals Received – N=20,179



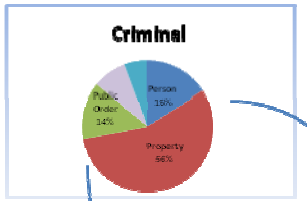


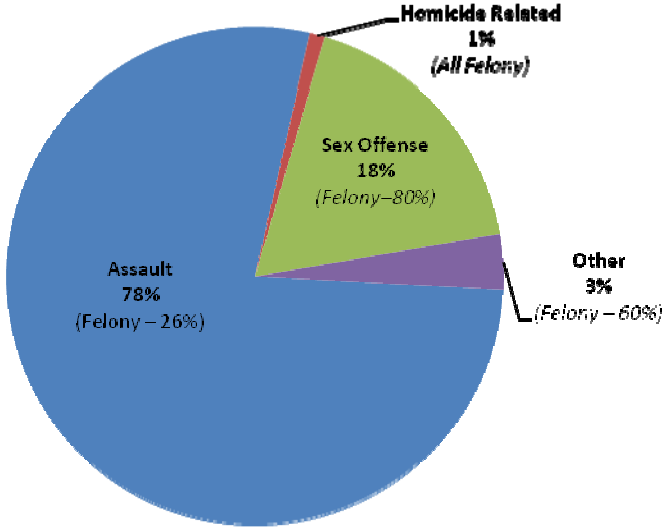




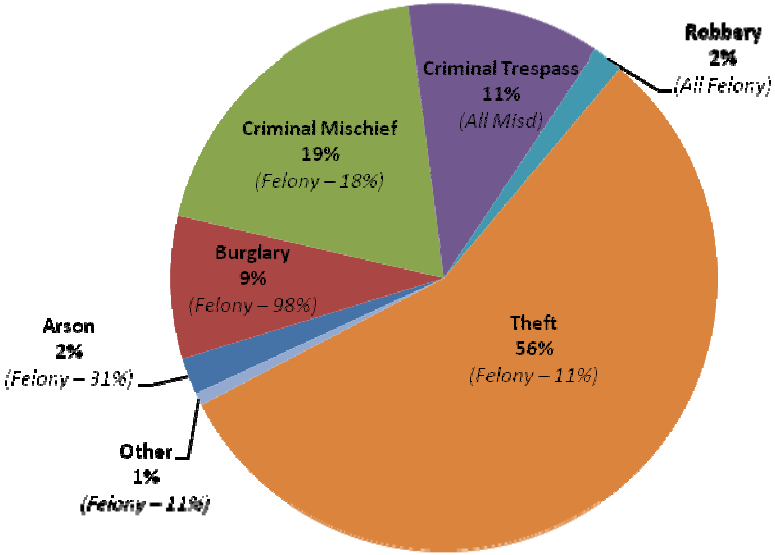
2009 - Criminal Referrals Received – by Type - N = 20,179

Person Crimes - N = 3,225; Felony – 38%; Misdemeanor – 62%

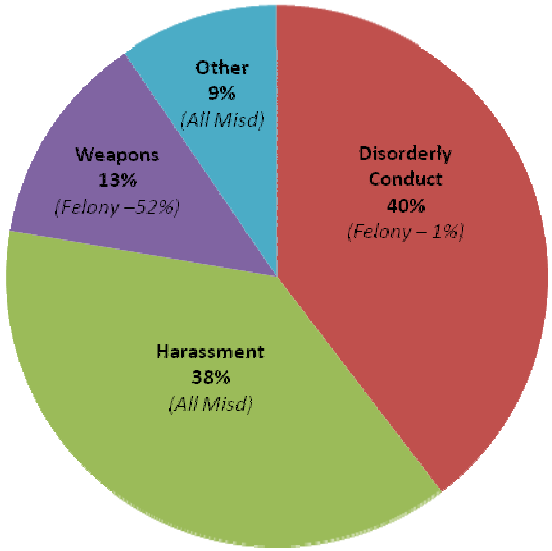




Property Crimes - N = 11,275; Felony – 41%; Misd – 49%

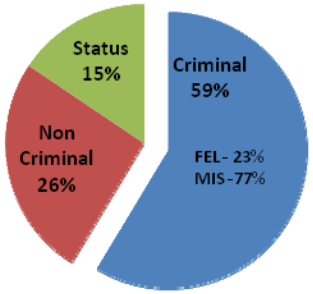


Public Order Crimes - N = 2852; Felony - 9%; Misd – 91%

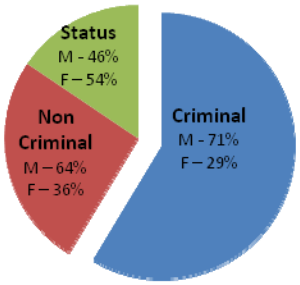


2009 - Referrals Received – by Type

Total
N = 34,407

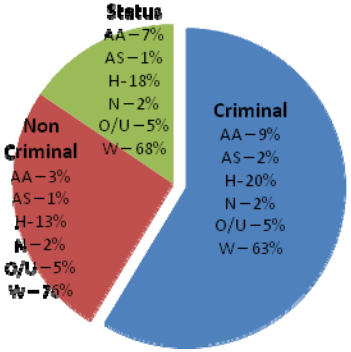


By Sex
N = 34,407 - Male – 65%; Female – 35%

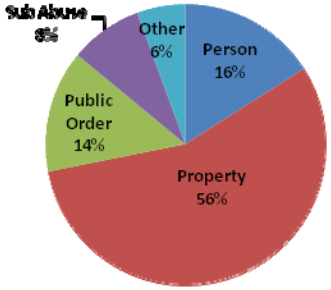


By Race/Ethnicity
N = 34,407

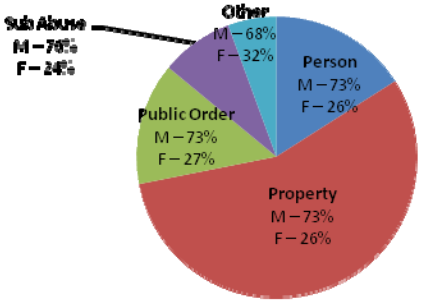
Afr Am–6.8%; Asian–1%; Hisp–18%; Nat Am–2%; Other/Unknown–6%; White-67%



Criminal Category
N = 20,179

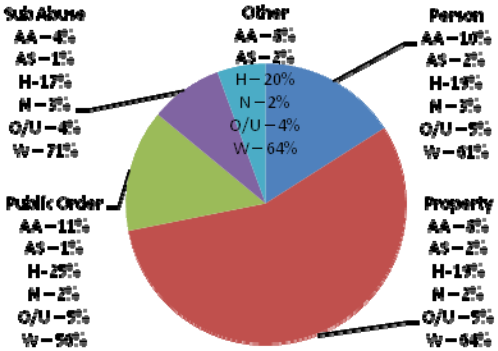


Criminal Category by Sex
N = 20,179 – Male – 71%; Female – 29%

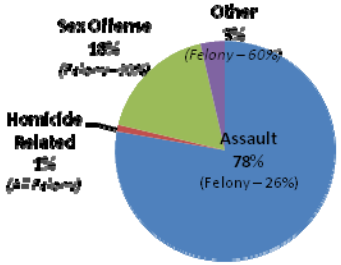


Criminal Category by Race/Ethnicity
N = 20,179

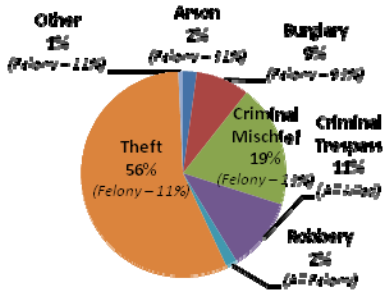
Afr Am–6%; As–2%; H–21%; Nat–2%; Other/Unk–6%; W–63%



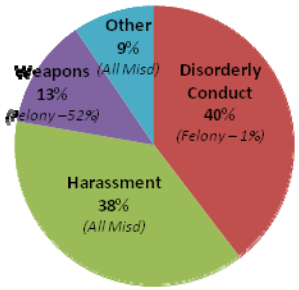
Person Crimes
N = 3,225; Felony – 38%; Misdemeanor – 62%



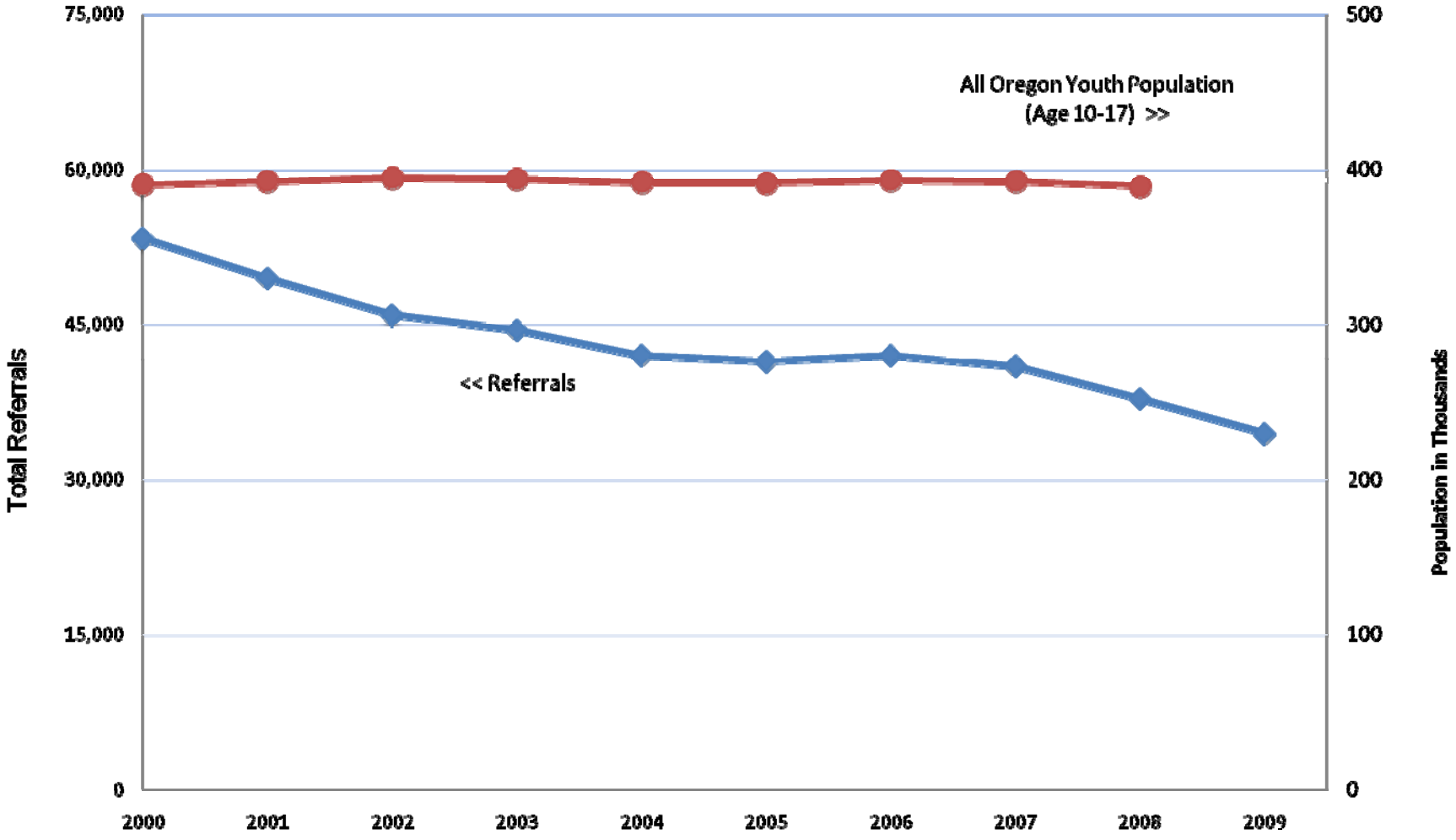
Property Crimes
N = 11,275 – Felony – 41%; Misdemeanor – 49%



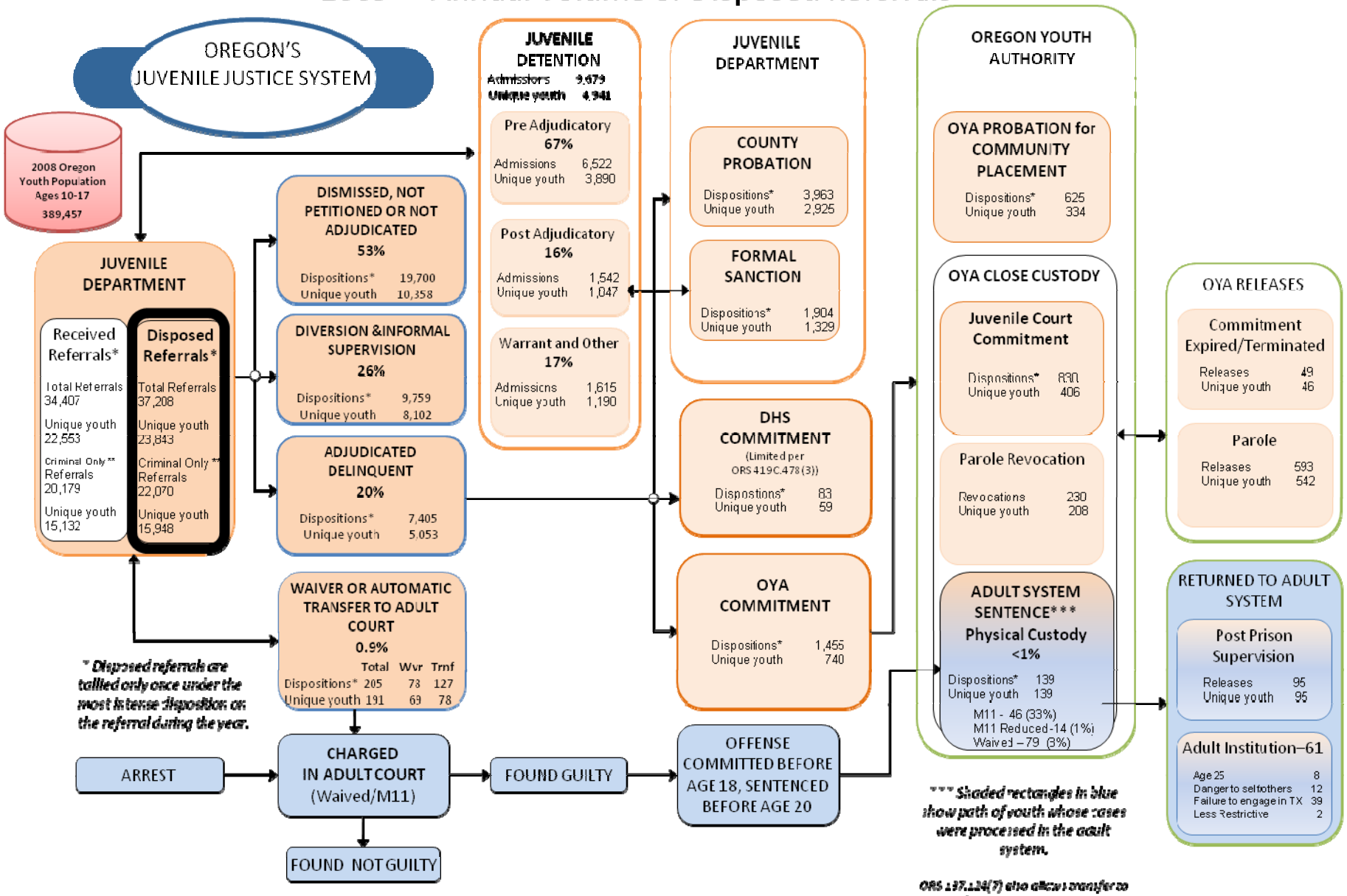
Public Order Crimes
N = 2552 – Felony -9%; Misdemeanor – 91%



Referral Trends - 2000 - 2009



2009 - Annual Volume of Disposed Referrals

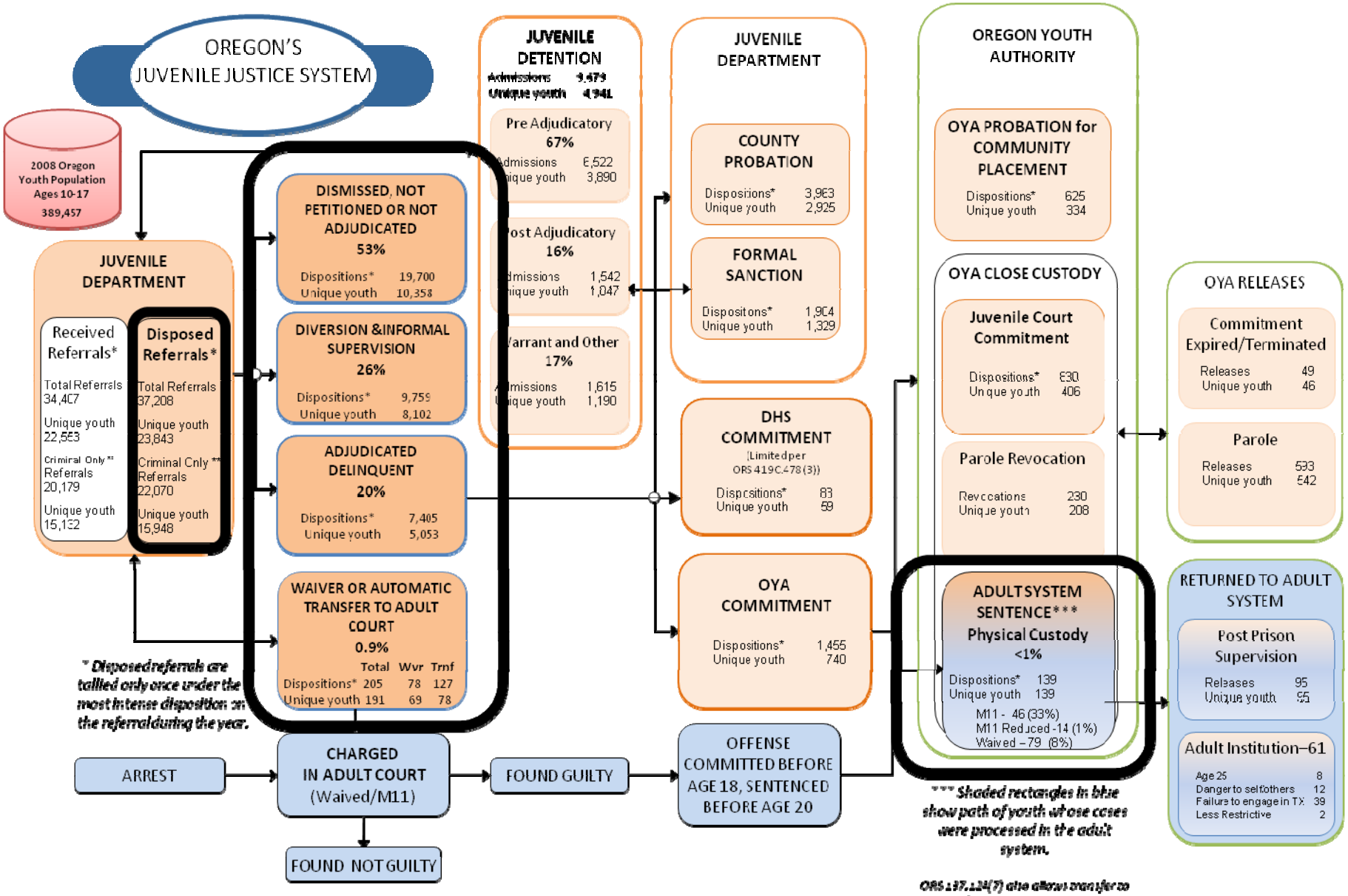


** Criminal = Felony & Misdemeanor
Non-Criminal = Violations
Status Offenses = Runaway, Curfew, etc.

*Disposed Referrals may have been received prior to the beginning of the year.

*Referrals received may be disposed after the end of the year;

2009 - Annual Volume of Disposed Referrals



** Criminal = Felony & Misdemeanor
Non-Criminal = Violations
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*Disposed Referrals may have been received prior to the beginning of the year.

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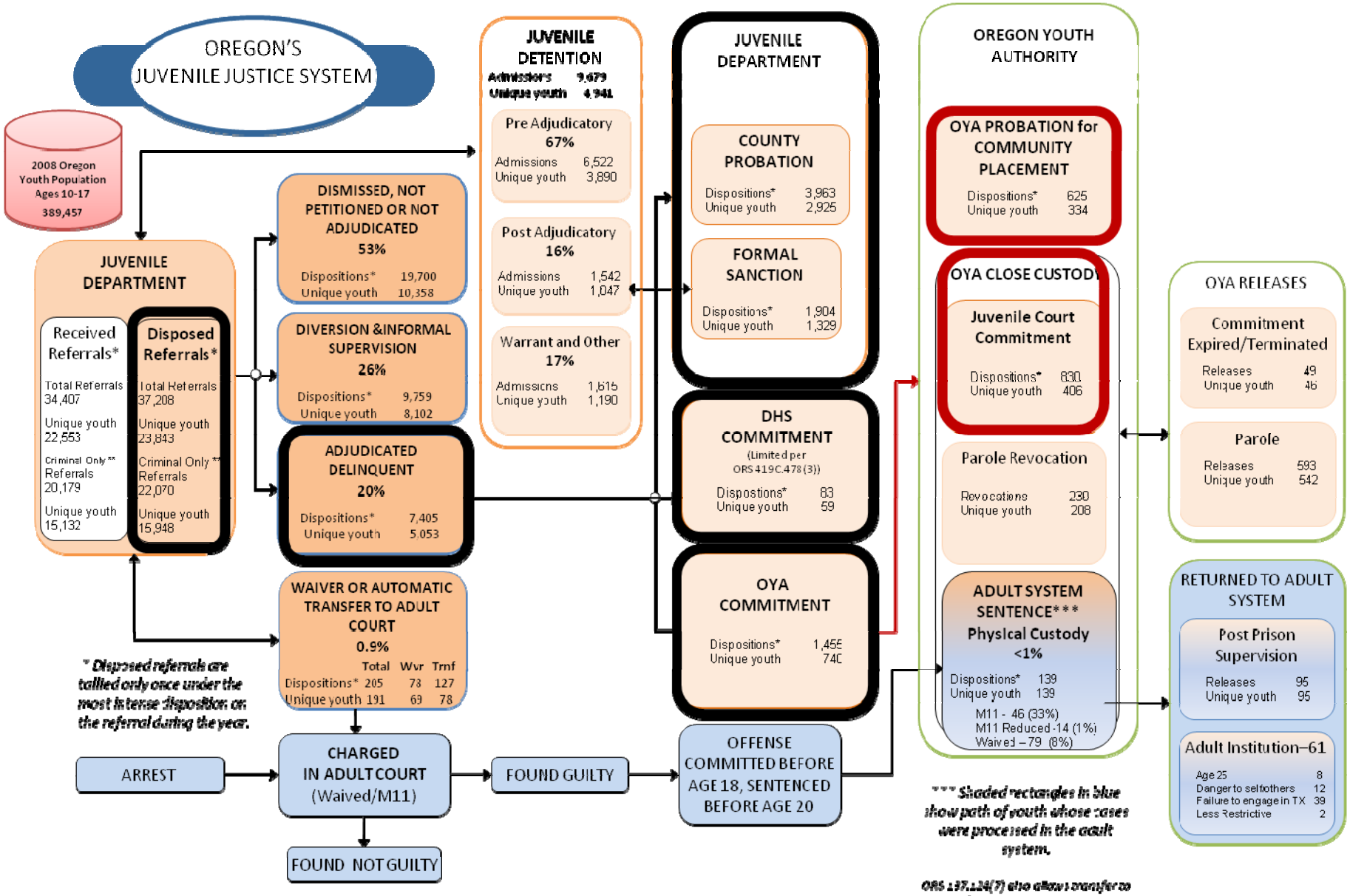
2009 - Annual Volume of Disposed Referrals



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Non-Criminal = Violations
Status Offenses = Runaway, Curfew, etc.

*Disposed Referrals may have been received prior to the beginning of the year.

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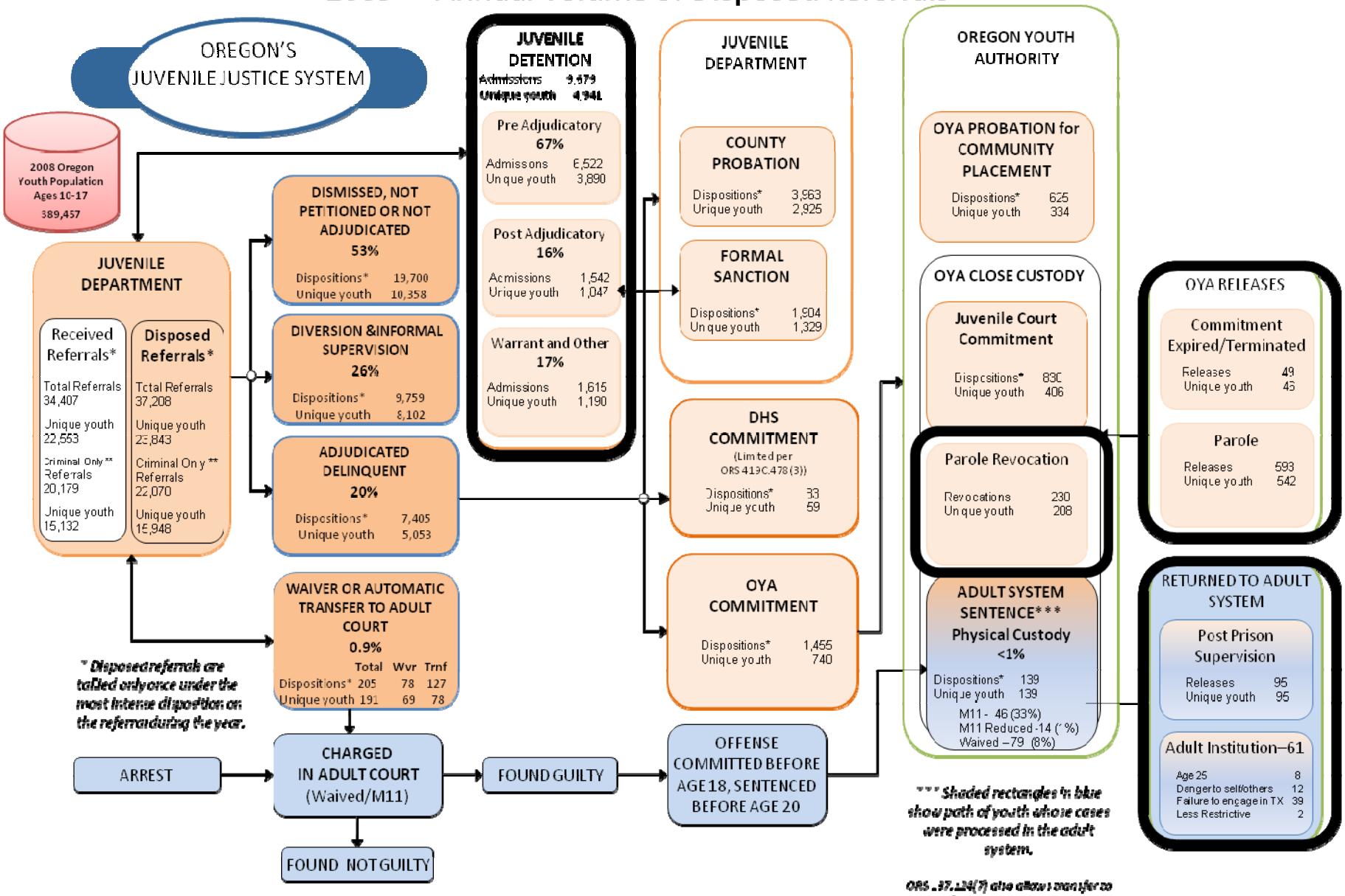
2009 - Annual Volume of Disposed Referrals



** Criminal = Felony & Misdemeanor
Non-Criminal = Violations
Status Offenses = Runaway Curfew etc.

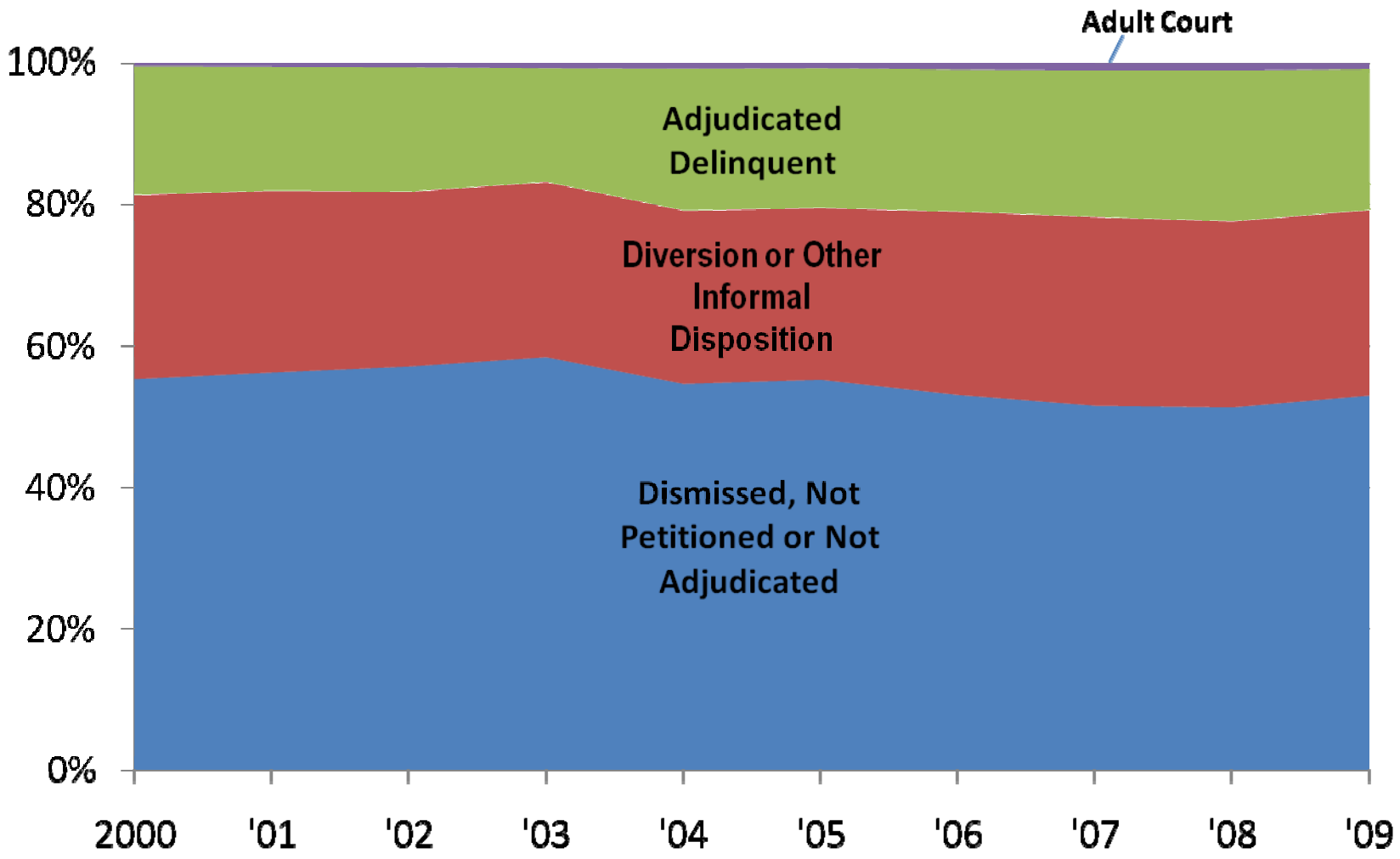
*Disposed Referrals may have been received prior to the beginning of the year.

*Referrals received may be disposed after the end of the year;

Juvenile Justice System Disposition Definitions

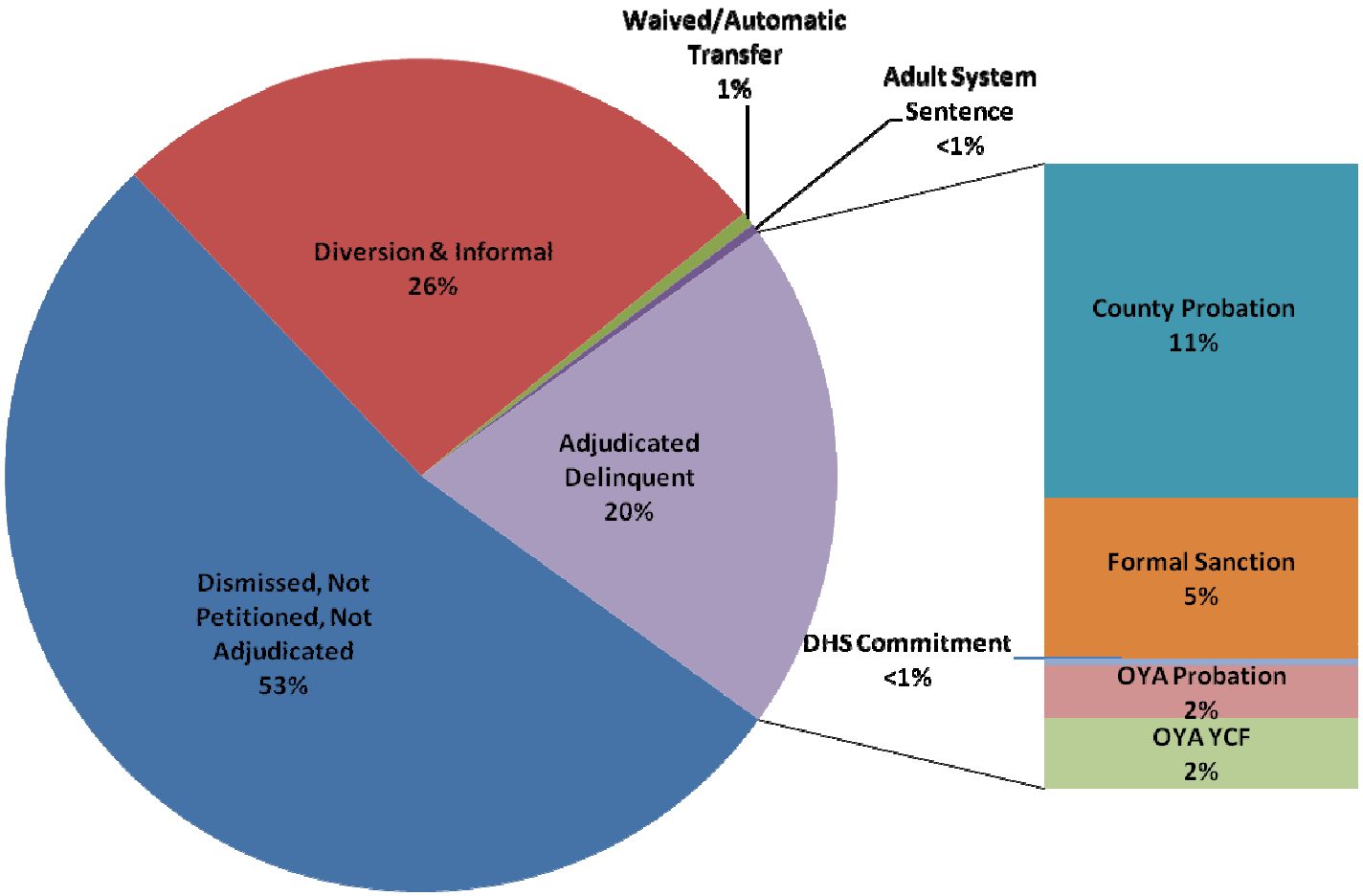
Disposition	Definition
Diversion/ Informal	A type of directive from a juvenile department, such as a formal accountability agreement under ORS 419C.230, requiring a youth to complete certain conditions or participate in an authorized Diversion program under ORS 419C.255, for the purpose of providing consequences and reformation, (e.g. youth court, mediation, crime prevention program, substance abuse education or treatment).
Formal Sanction	After adjudication, conditions are imposed on a youth that, when completed, the allegation is closed and the youth is not supervised; (e.g. restitution, community service, 8 days detention).
County Probation	After adjudication, the youth offender is ordered by the court to a period of probation with certain conditions consistent with recognized juvenile court practice. (ORS 419C.446)
OYA Commitment ***(two types)***	After adjudication, the court orders commitment of a youth to the legal custody of the Youth Authority for either: • care, residential placement, and supervision in addition to probation - (419C.478); or • placement in a youth correctional facility – (419C.495)
OYA Probation	After adjudication, the youth offender is placed on probation, and committed to the legal custody of OYA for care, placement and supervision. (ORS 419C.478)
OYA Close Custody Juvenile	After adjudication, the court orders commitment of a youth to the legal custody of OYA for placement in a youth correctional facility. OYA manages its juvenile close custody population with categories of beds: **Public Safety Reserve** – a category of beds in youth correctional facilities that are reserved for the most serious offenders. **Discretionary Bed Allocation** – A category of beds in youth correctional facilities reserved for offenders not in the PSR or in the legal custody of DOC. Each county will be allocated a percentage of the total number of DBA beds based on a formula agreed to jointly by the OYA and the Oregon Juvenile Department Directors' Association (OJDDA).
OYA Close Custody DOC M11	The youth is convicted in adult court of a Mandatory Minimum Sentence (BM11) offense and sentenced to the Department of Corrections. The youth is placed in a youth correctional facility to serve all or part of the sentence and may be transferred to adult prison at some time in the future.
OYA Close Custody DOC M11 Reduced	The youth is convicted in adult court of a Mandatory Minimum Sentence (BM11) offense and sentenced to the Department of Corrections and the youth is placed in a youth correctional facility. However, due to the specific charge defined by statute, the judge has utilized sentencing guidelines to determine the sentence rather than imposing the strict mandatory minimum BM11 sentence. The youth may or may not serve the entire sentence in a youth correctional facility and may be transferred to adult prison at some time in the future.
OYA Close Custody DOC Waived	After Waiver to an adult court for a non-BM11 offense, the youth is convicted and sentenced to the Department of Corrections for a duration of time and placed in a youth correctional facility. The youth may or may not serve the entire sentence in a youth correctional facility and may be transferred to adult prison at some time in the future. The original charge may have been a Mandatory Minimum BM11 offense, but the conviction is for an offense eligible for waiver, or the youth is waived as part of a plea agreement.
Waiver/Automatic Transfer	Dispositions used by county juvenile departments to close referrals that are being transferred to adult court for processing. Waived includes referrals transferred by a juvenile court after a formal waiver hearing as well as blanket waivers to municipal and traffic court. Automatic transfers are referrals charged by the District Attorney that qualify for an automatic transfer to adult court (BM11 offenses).

Disposition Trends - 2000 - 2009

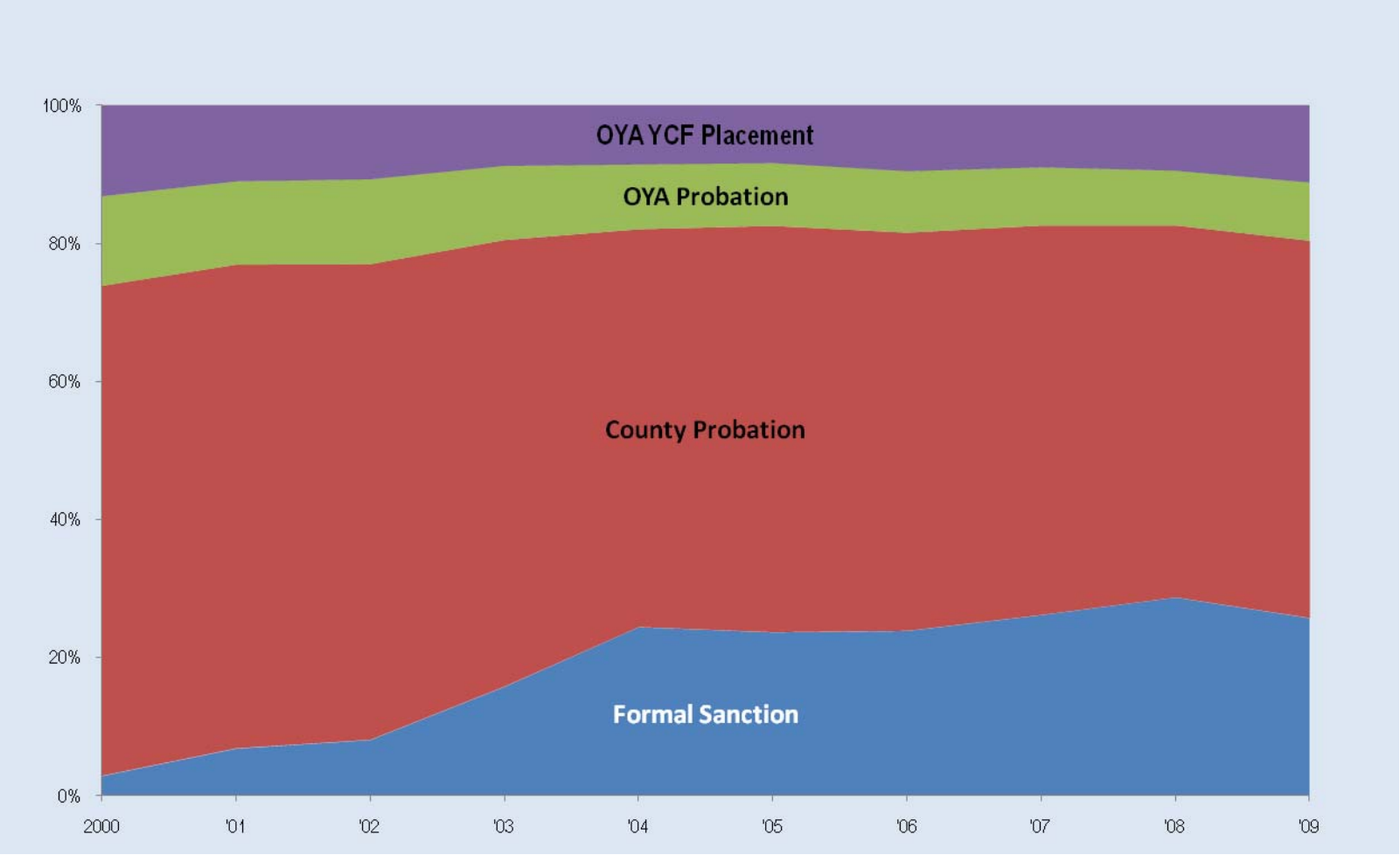


2009 – Referrals Disposed

N = 37,208

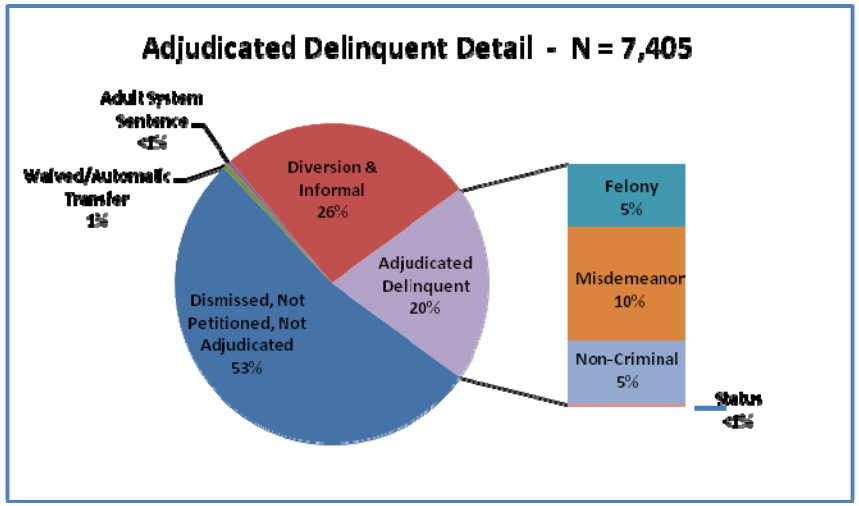


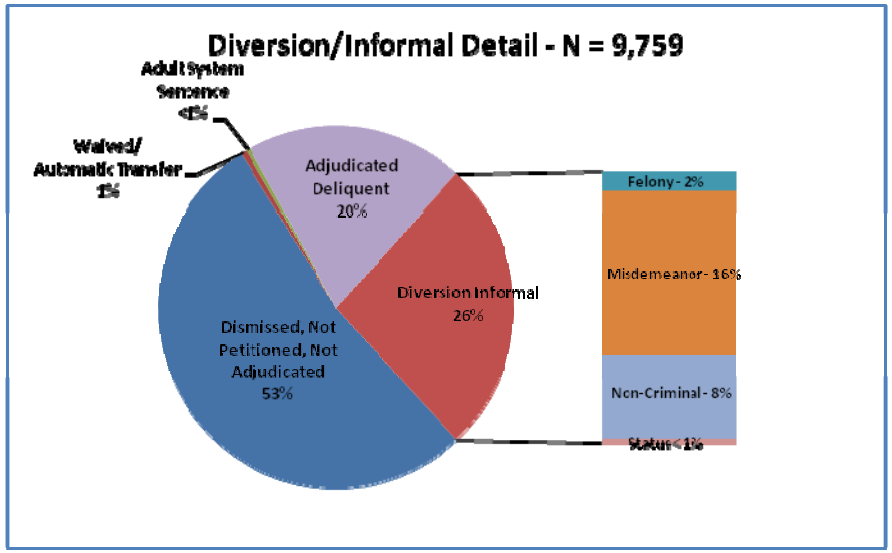
Adjudicated Delinquent Disposition Trends – 2000 - 2009

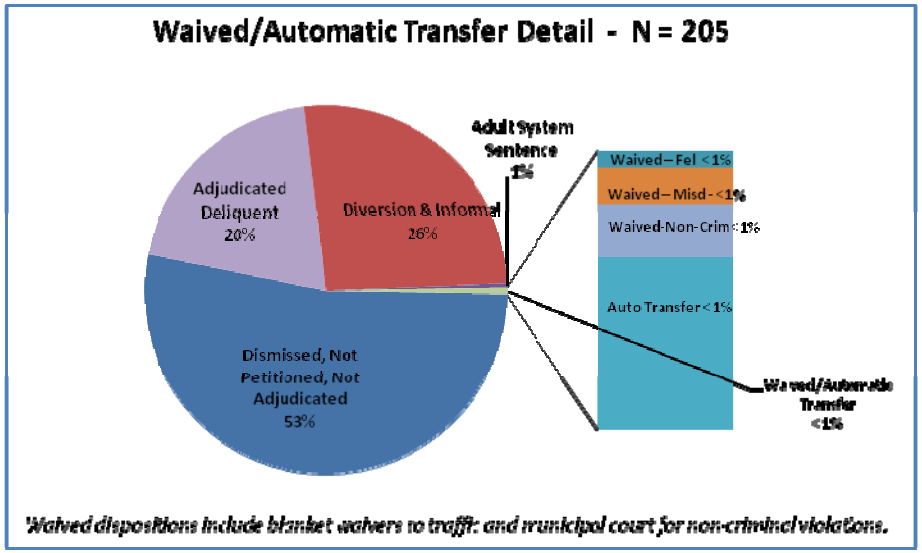


2009 – Disposed Referrals Detail

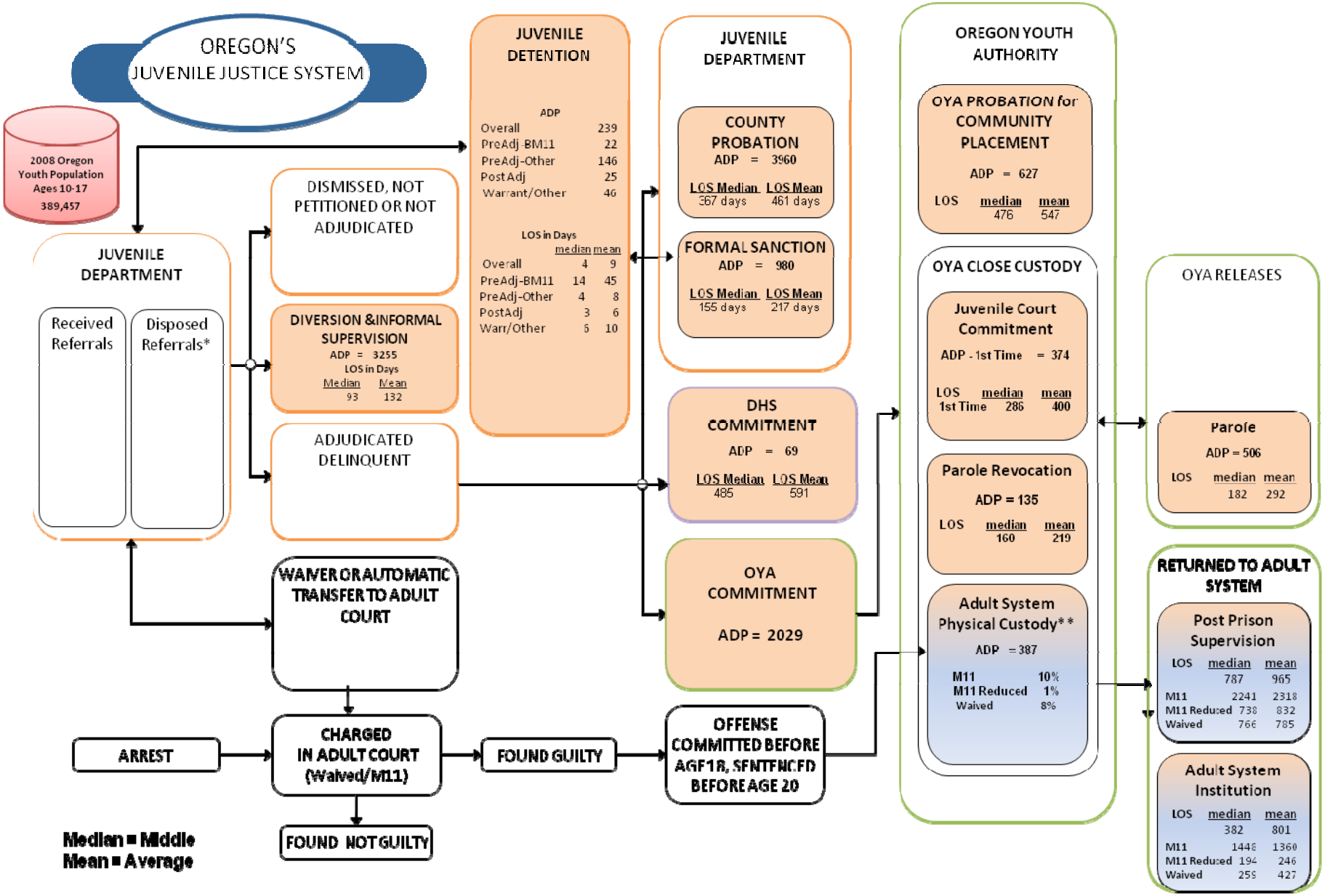
Felony/Misdemeanor by Disposition Type



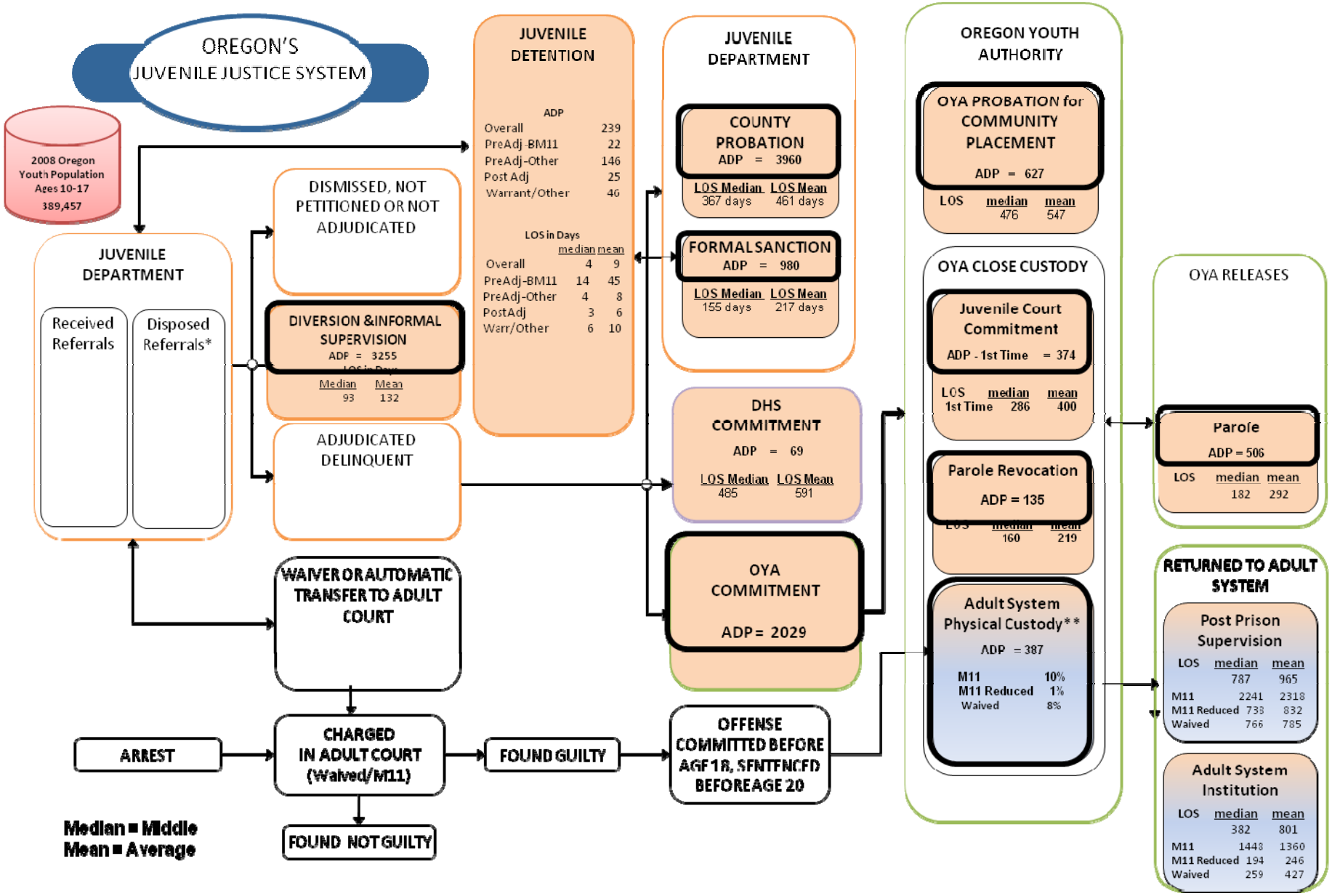




2009-Average Daily Caseload or Population (ADP) & Average Length of Stay/Supervision (LOS)



2009-Average Daily Caseload or Population (ADP) & Average Length of Stay/Supervision (LOS)



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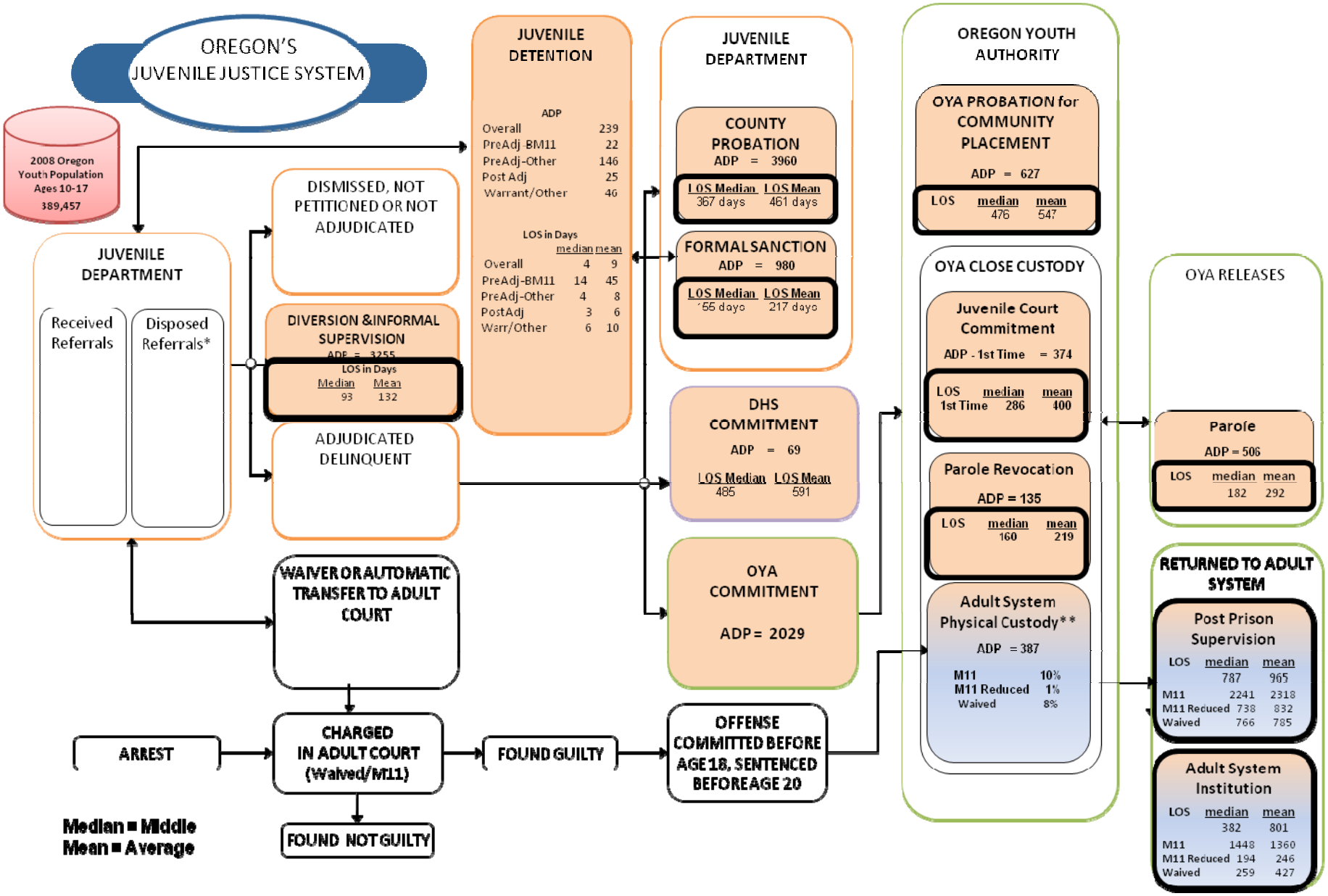

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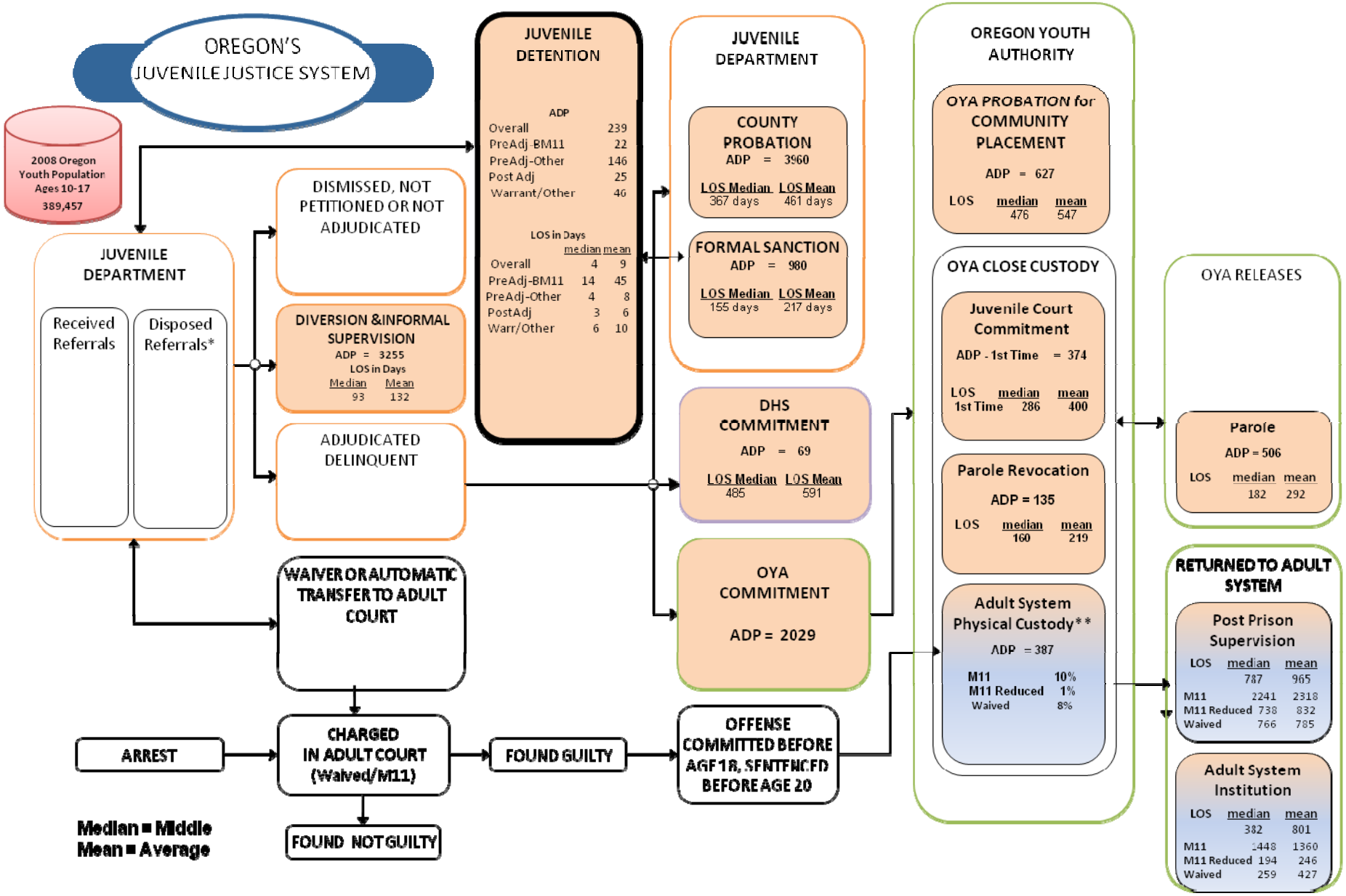
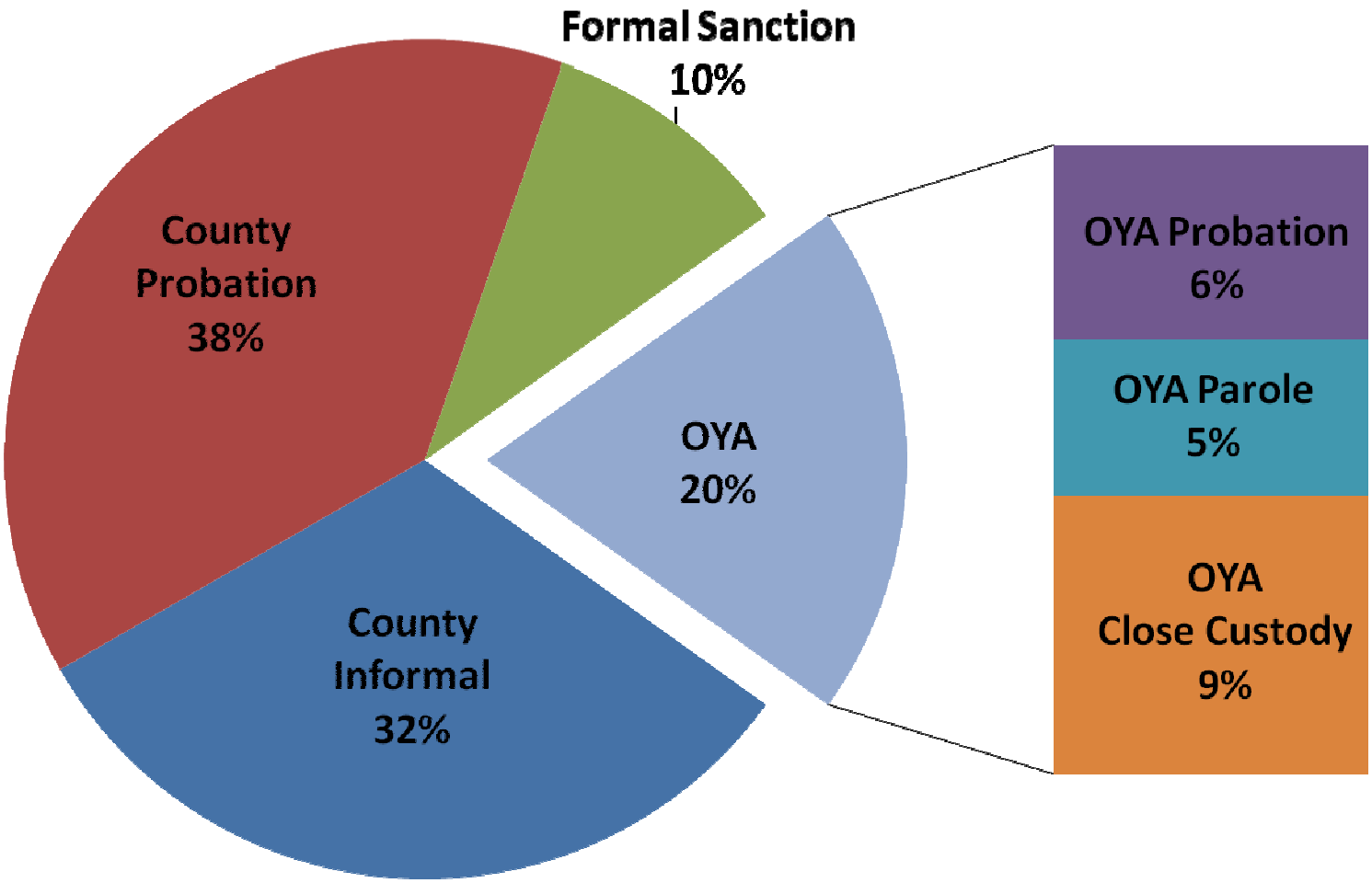
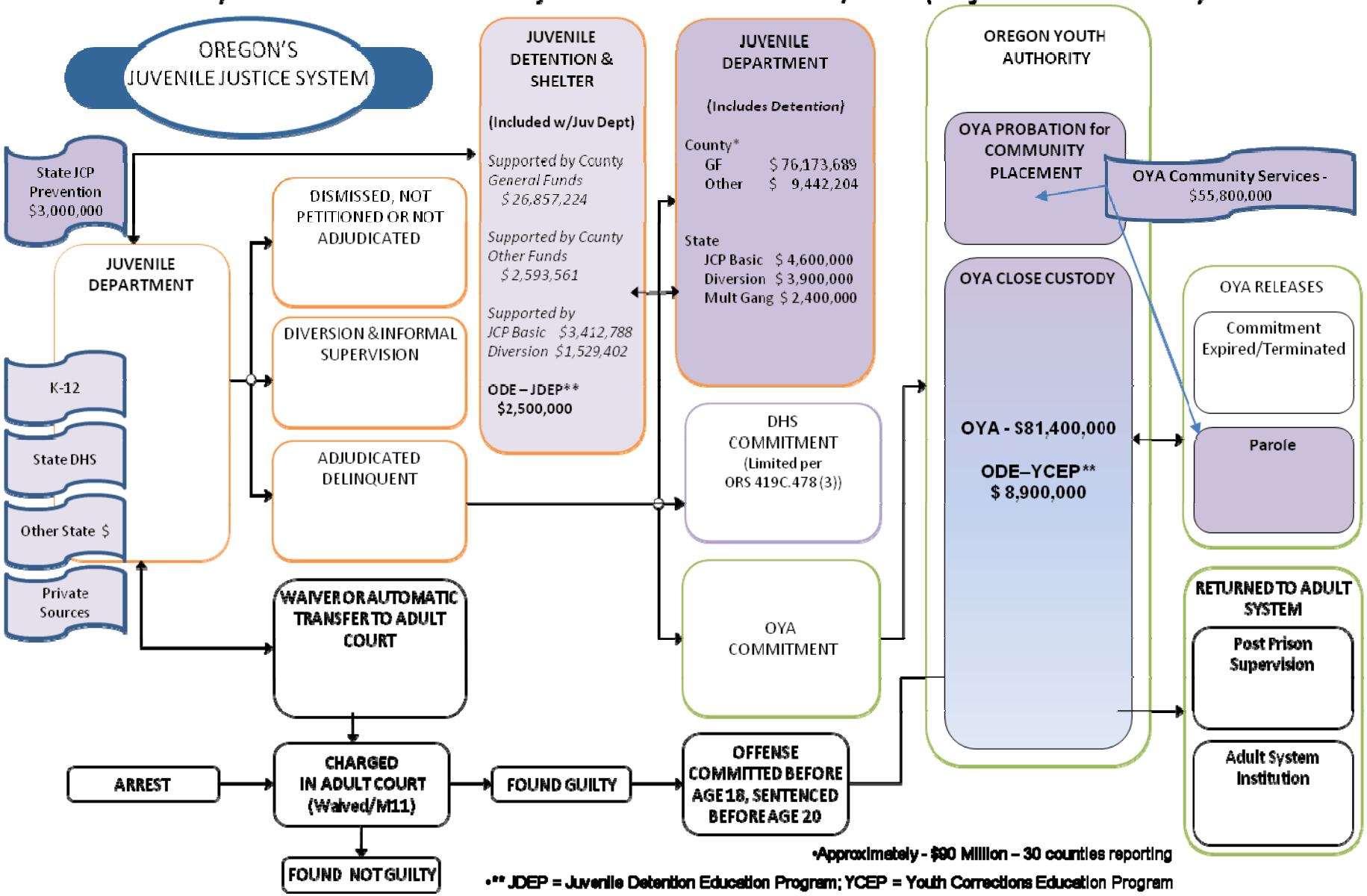


Average Daily Population/Caseload – N = 10,244



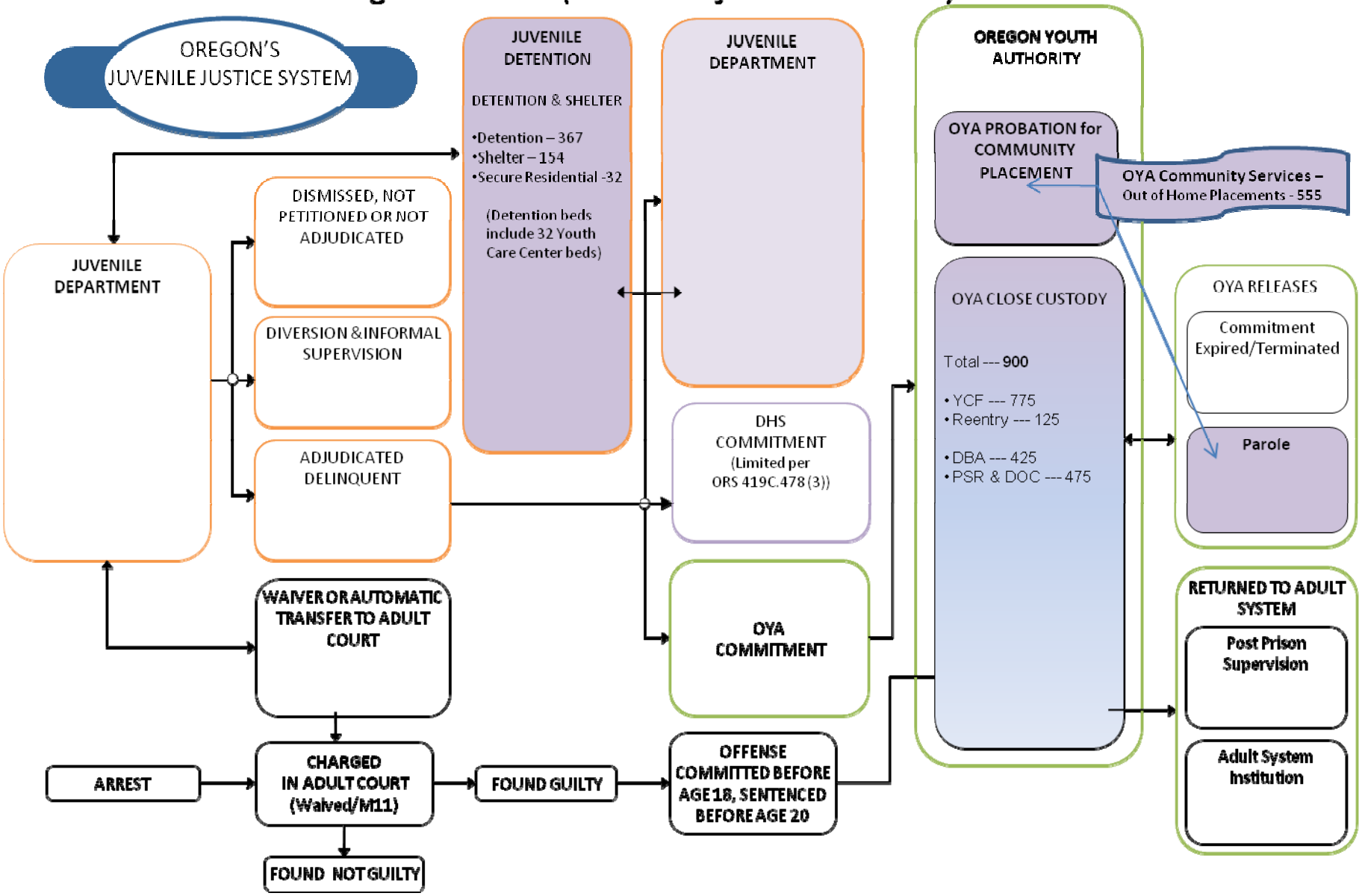
System Resources – Projected Annual – 2010/11 – *(Before Reductions)*



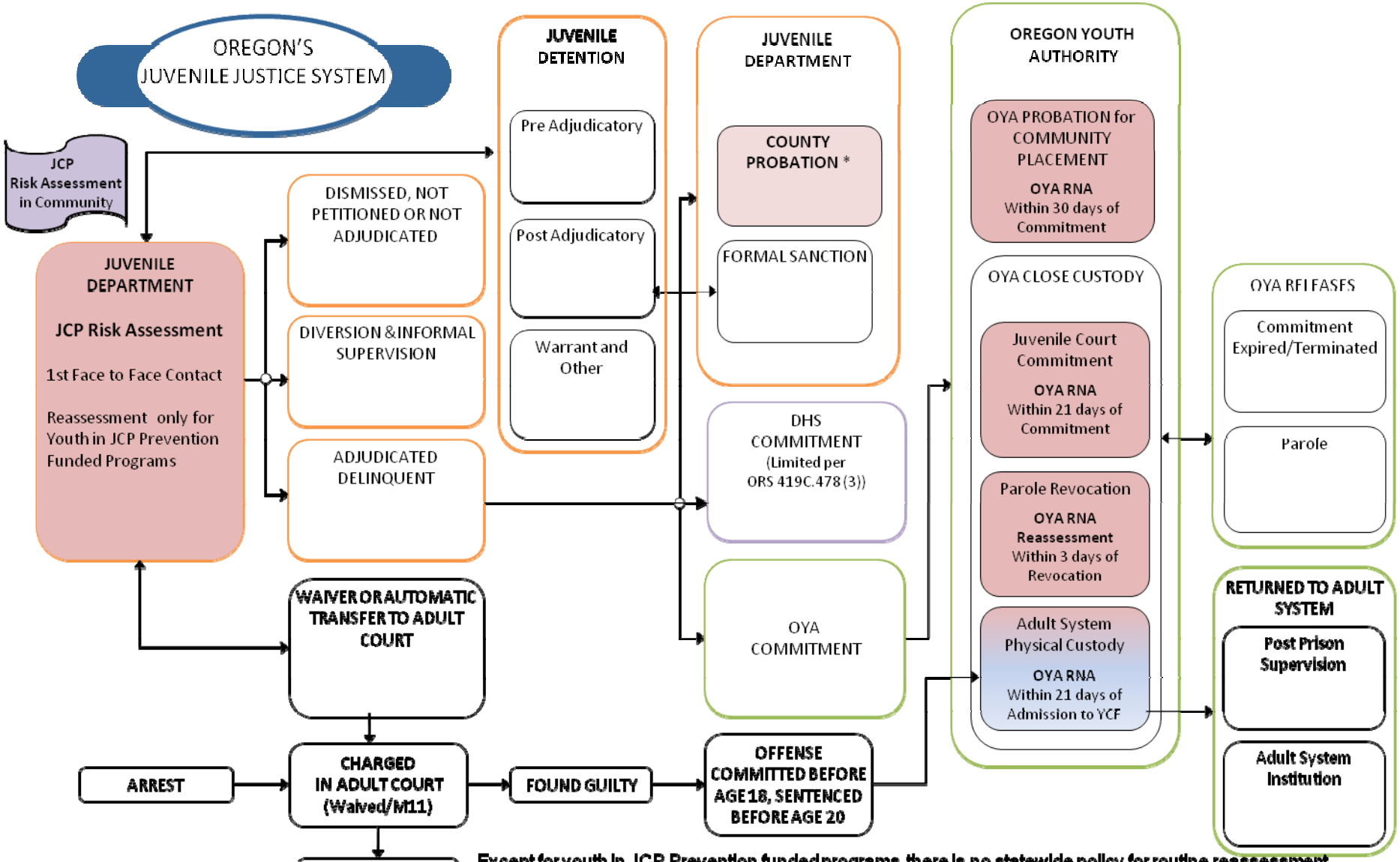
•Approximately - $90 Million – 30 counties reporting

•** JDEP = Juvenile Detention Education Program; YCEP = Youth Corrections Education Program

Budgeted Beds – *(2010 - Before Reductions)*



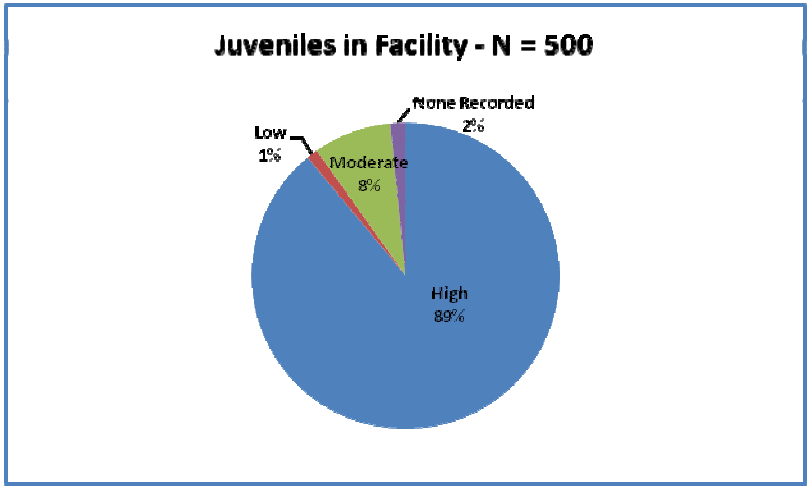
Risk/Needs Assessments – Two Instruments

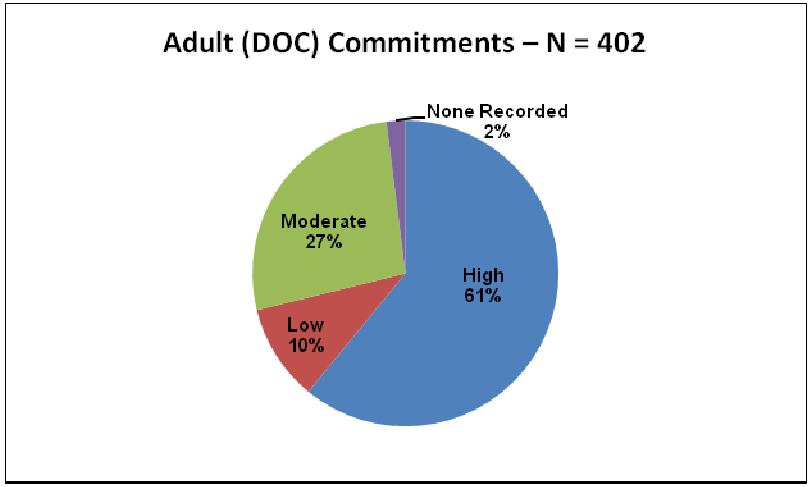


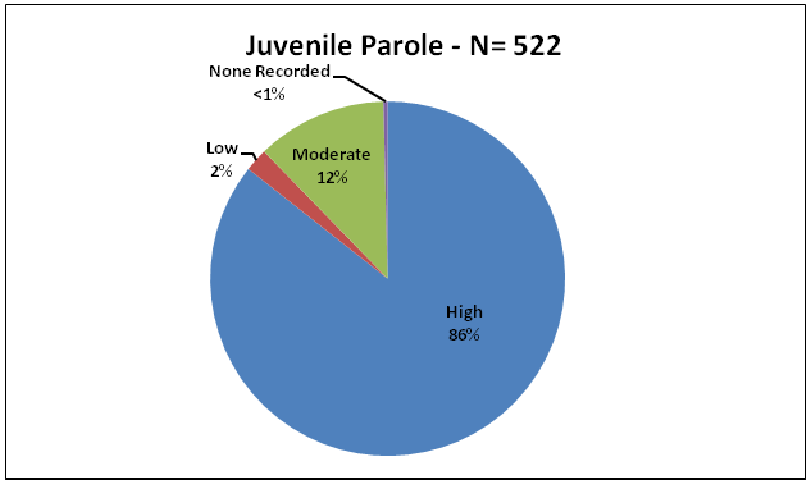
Except for youth in JCP Prevention funded programs, there is no statewide policy for routine reassessment.

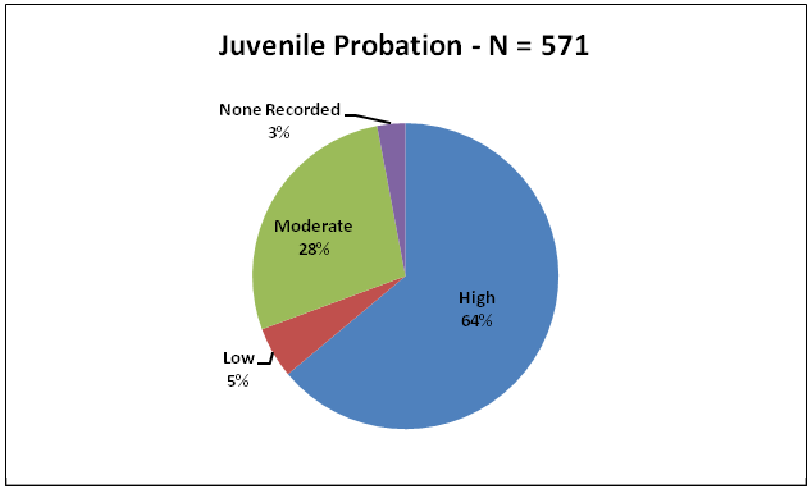
* Some county juvenile departments conduct reassessments with the JCP for youth on Probation; some are exploring the use of OYA's RNA.

OYA Populations by Risk Levels – OYA RNA







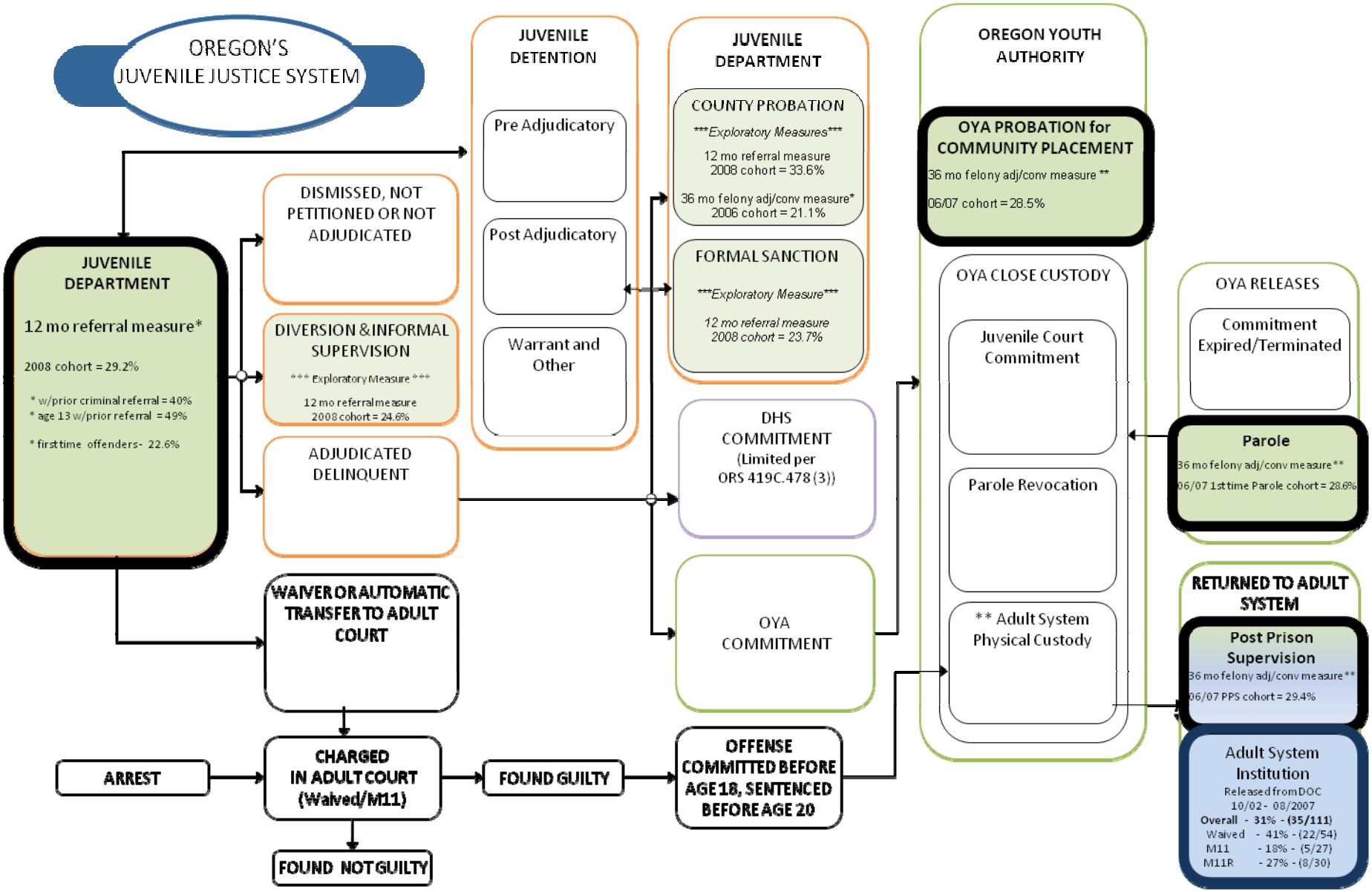


Recidivism Consists of 4 Variables

- A group of youth
- A date to track from
- An indicator of recidivism
- A specified time period to track

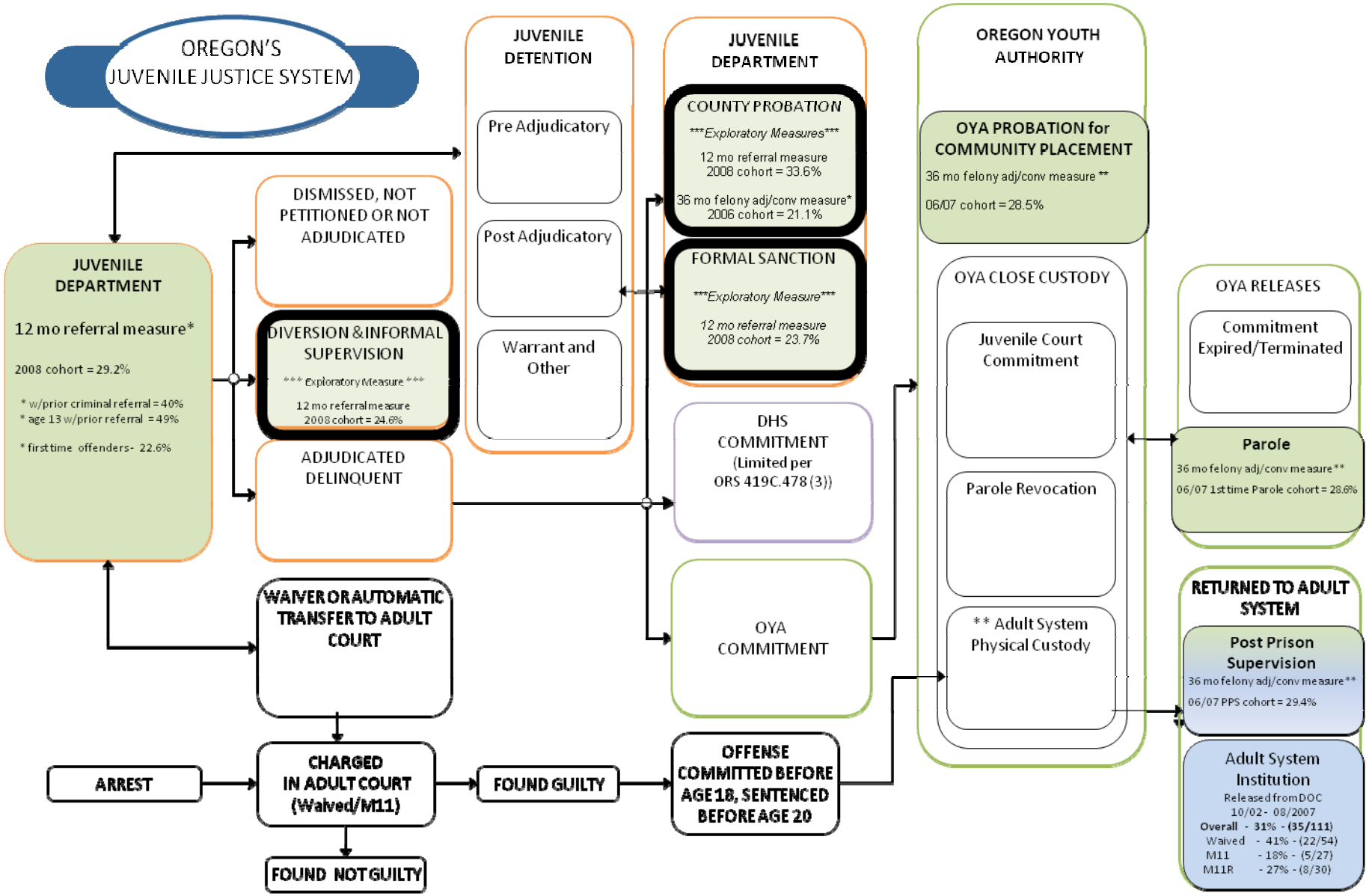
- The combination of variables is infinite.
- Very different variables often result in similar results.
- A change in one variable can drastically alter results.
- Two official measures in Oregon.

Recidivism – 2 Measures



*** Referral Recidivism = Subsequent Criminal Referral within 12 months of referral to juvenile department - Official Statewide Measure**
**** Felony Adjudication Measure = Subsequent felony juvenile adjudication or adult conviction within 36 months from designated date - OYA Measure**

Recidivism – 2 Measures



* Referral Recidivism = Subsequent Criminal Referral within 12 months of referral to juvenile department - Official Statewide Measure
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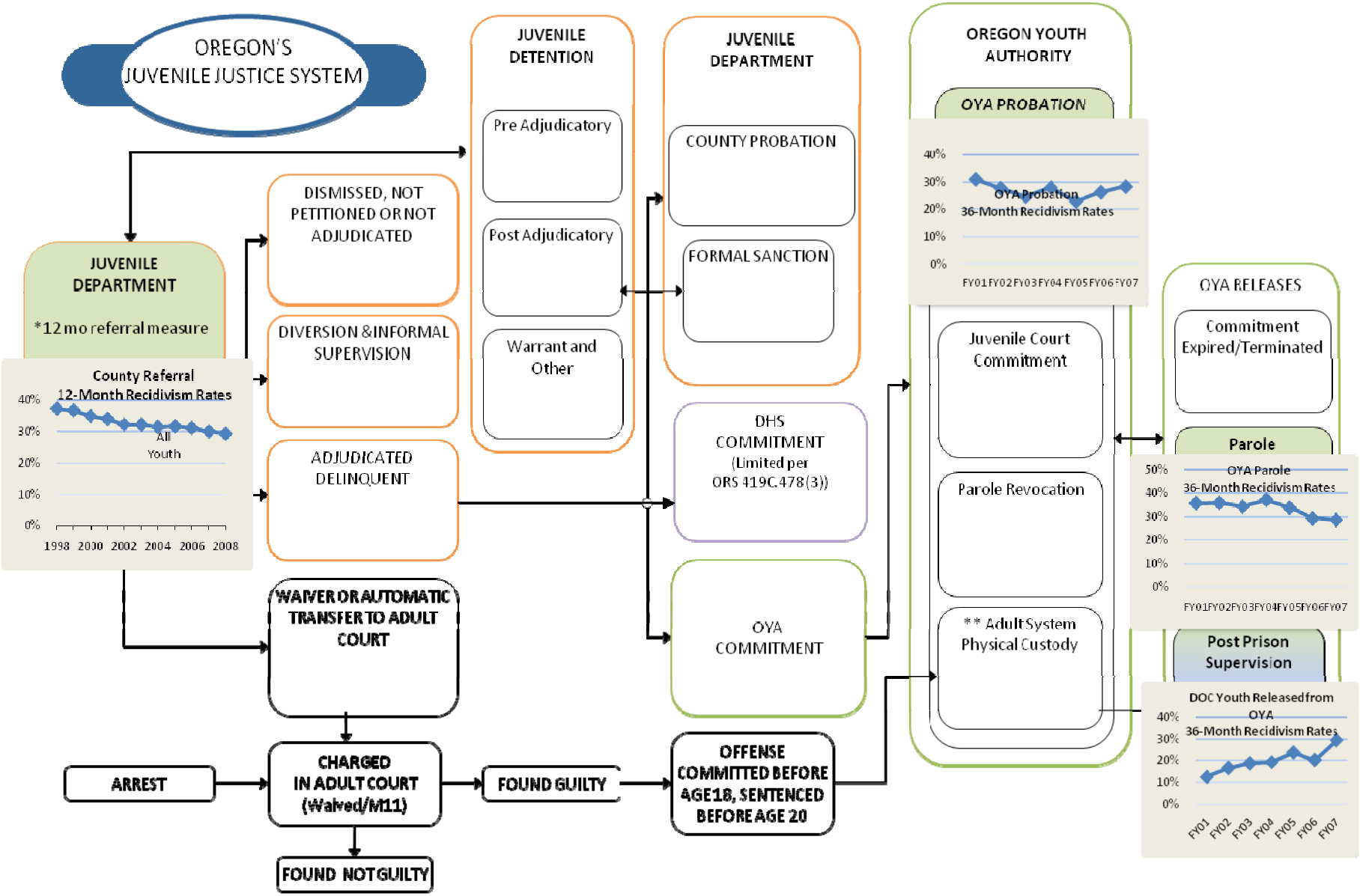
Recidivism – 2 Measures



Referral Recidivism = Subsequent Criminal Referral within 12 months of referral to juvenile department - Official Statewide Measure

Felony Adjudication Measure = Subsequent felony juvenile adjudication or adult conviction within 36 months from designated date - OYA Measure

APPENDIX B

CHRONOLOGY OF THE OREGON JUVENILE JUSTICE SYSTEM

This chronology of the Oregon juvenile justice system chronicles legal milestones that have and continue to contribute to public safety.

The following has been adapted from Judge Van Hoomissen Opinion, September 3, 1993 and historical records.

Common Law—United States

- Children under a certain age were presumed to lack criminal capacity. The age varied from state to state at either 7 or 10.
- Children between 7 (or 10) and 14 were presumed to lack criminal capacity but the presumption could be rebutted.
- Children 14 years old and older were deemed to be criminally responsible.
- Common law did not differentiate between adults and children who had reached the age of criminal responsibility. Children were criminally convicted and punished as adults.
- The word "delinquency" was unknown to common law.
- Oregon's Deady Code contained no statutes regarding juvenile offenders or the age of criminal responsibility, so it is likely that Oregon applied common law rule.

Late 1800's

1889

The Oregon Legislature appropriated $30,000 to establish the Oregon Reform School.

1891

The Oregon State Reform School opened in Woodburn. Through a series of name changes, it eventually became MacLaren Youth Correctional Facility.

1892

Courts began sending children under 16 who were convicted of crimes to the Oregon Reform School instead of to prison.

1893

Courts could suspend judgment against a minor under 16 if the court believed the child could be reformed.

Although courts had the option of reform school or county jail for children between the ages of 10 and 16, children still were subject to capital punishment.

Grand juries could recommend reform school rather than indicting a child under 16 years of age.

Courts could stay criminal proceedings for youth between 10 and 16, and commit them to the care of an institution.

Early 1900's

1907

Oregon created its first juvenile court with an emphasis and focus on the rehabilitation of delinquent children.

Juvenile courts were not courts of exclusive original jurisdiction, but exercised concurrent jurisdiction with adult courts.

District attorneys could determine whether a juvenile case would be heard in juvenile court or in an adult court.

Adult felons could be confined in juvenile training schools and, under certain circumstances, juvenile delinquents could be confined in adult penal institutions.

1913

The Oregon Legislature allocated $25,000 to establish the State Industrial School for Girls in Salem. Through a series of name changes, it eventually became Hillcrest Youth Correctional Facility.

1950—1971

1951

The Oregon Legislature established the first juvenile correctional camp. Camp Neacarney was located on the Nehalem sand spit on the northern coast of Tillamook County.

1956

Camp Neacarney was closed and Camp Tillamook was opened. Camp Tillamook was located in three old barracks buildings on the blimp base at Tillamook.

Camp Florence, a second work-study camp, opened.

1957

The Interim Legislative Committee amended juvenile laws to ensure "uniform and intelligent" treatment of juvenile crime.

1959

The current juvenile code was enacted, creating a separate court system to deal with children under 18 years of age, but maintaining the basic philosophy of "rehabilitation" of the pre-1959 code.

Juvenile courts were given exclusive original jurisdiction in specific circumstances involving children.

Juvenile proceedings were not considered criminal proceedings.

Oregon ratified the Interstate Compact.

1966 – KENT

Required a hearing to be held and gave children the right to an attorney at the remand (waiver) hearing.

1967 – GAULT

Held juvenile court answerable to 14th Amendment's due process clause and awarded juveniles the right to:

- *Receive a notice of the charges placed against him/her;*
- *Have an attorney's assistance;*
- *Confront and cross-examine complainants and other witnesses;*
- *Protection against self-incrimination, including privilege of remaining silent;*
- *See a transcript of the proceedings; and*
- *Have the case reviewed in a higher court*

1971

The Juvenile Expunction law passed.

1971 – MCKEIVER

Held that juvenile court differed from criminal court.

Denied comparability between juvenile and criminal court because juvenile courts operate in a unique manner and contemplate concern, sympathy, and paternal attention.

Regarding jury trials, ruled that:

- *A juvenile was not constitutionally entitled to a jury trial because a jury trial was inapplicable, unnecessary, and harmful;*
- *A juvenile proceeding was fair without the presence of a jury;*
- *A jury trial would not strengthen fact-finding process nor remedy defects in the juvenile system;*
- *Jury trials were harmful and would reduce informality and encourage adversarial proceedings; and*
- *If a jury trial were granted, a public trial also would have to be granted.*

Concluded that the abuses in the juvenile system involved a lack of resources.

Concluded that, "if formalities of the criminal system are to be superimposed upon the juvenile court system, there is little need for its separate existence."

1975—1982

1975 - Senate Bill 703

Decreed that status offenders could no longer be held or committed to state training schools.

1977

A class action lawsuit was filed against the State of Oregon and MacLaren, alleging cruelty to students, unfair disciplinary actions, and no due process.

The Oregon Legislature approved moneys for diversion services to keep youth out of training schools.

1979

OYA opened Camp Hilgard, a work-study camp, near La Grande.

1980

OYA opened Corvallis House as a work-study facility.

1982 – TEWKSBURY

Prohibited pre-adjudicatory holding of juveniles in adult jails.

1985-1994

1985

The Oregon Legislature placed a cap on the number of youth who could be committed to close custody, reducing the juvenile offender population from 728 to 513 over the next two years. The savings were invested with county juvenile departments to serve youth in communities.

1988

Gangs emerged as a problem, especially in the Portland area. The Oregon Legislature authorized $2.5 million to address gang-related issues.

1989

Certain felony sex offenses were exempted from the Expunction statute.

1992

Juvenile crime began increasing at an alarming rate, particularly violent crimes. Between 1983 and 1992, national juvenile arrest rates for Violent Crime Index offenses increased nearly 60 percent. Oregon rates mirrored national trends.

1993

Governor Barbara Roberts appointed a Task Force on Juvenile Crime, headed by Attorney General Ted Kulongoski.

1994

The Task Force organized the first statewide juvenile justice summit.

Ballot Measure 11 passed, automatically transferring to adult court and imposing mandatory minimum sentences for 15, 16 and 17 year olds charged and convicted of first and second degree violent crimes and sex crimes.

1995

SB 1 passed, establishing the Oregon Youth Authority. OYA was tasked with requiring parties of state juvenile justice contracts to compile, manage and exchange data to facilitate the measurement of outcomes, and to work with Oregon's county juvenile department directors to adopt one or more definition of recidivism.

OYA and county juvenile departments jointly developed a referral-based recidivism measure.

OYA began phasing in a regional close custody facility system.

1997 to Present

1997

OYA opened six new youth correctional facilities – Eastern Oregon Youth Correctional Facility in Burns, North Coast Youth Correctional Facility in Warrenton, Oak Creek Youth Correctional Facility in Albany, Ochoco Youth Correctional Facility in Prineville, Rogue Valley Youth Correctional Facility in Grants Pass, and Tillamook Youth Correctional Facility in Tillamook.

SB1049 passed, allowing people convicted of Assault 2, Kidnapping 2 and Robbery 2, under certain circumstances, to be sentenced under Sentencing Guidelines, a more lenient pre-Measure 11 sentencing law designed by the Oregon Criminal Justice Commission. SB 1049 also set minimum mandatory sentences for additional level 1 crimes, using a child in a display of sexually explicit conduct, and compelling prostitution. Arson 1 is a Measure 11 crime only "when the offense represented a threat of serious physical injury."

1998

EXECUTIVE ORDER NO. EO 98-06 established the OYA Close Custody Demand Forecast.

2000

The Juvenile Justice Information System was implemented

OYA's Close Custody Capacity was set at 1,160; Discretional Bed Allocation at 580; and Demand Forecast at 1.101.

2001

HB2379 passed, allowing people convicted of Rape 2, Sexual Abuse 1, Sexual Penetration 2 and Sodomy 2, under certain circumstances, to be sentenced under Sentencing Guidelines, a more lenient pre-Measure 11 sentencing law designed by the Oregon Criminal Justice Commission.

State Juvenile Crime Prevention funds were allocated to counties to reduce recidivism and divert youth from close custody. Counties developed and implemented the JCP Risk Assessment.

OYA was required to report an "adjudication-based" recidivism measure.

OYA's Close Custody Capacity was set at 1,131; Discretional Bed Allocation at 580; and Demand Forecast at 1,118.

2002

OYA opened the RiverBend Transitional Facility near La Grande, incorporating the former Camp Hilgard.

OYA's Close Custody Capacity was set at 1,131; Discretional Bed Allocation at 615; and Demand Forecast at 1,074

2003

SB 267 passed, calling for Evidence-Based Practices.

OYA designed a Risk/Needs Assessment based on the Washington State tool.

OYA's Close Custody Capacity was set at 850; Discretional Bed Allocation at 336; and Demand Forecast at 910

Budget cuts caused OYA to close all of the facilities opened in 1997 except the Rogue Valley and Eastern Oregon facilities.

2004

The North Coast and Tillamook facilities reopened. Ochoco Youth Correctional Facility was transferred to the Oregon Department of Administrative Services and leased to the Oregon Military Department.

2005

OYA implemented the Risk Needs Assessment and Case Planning processes.

OYA implemented the Corrections Program Checklist for OYA facilities and residential programs.

2006

The Office of Economic Analysis established the Community Placement Demand Forecast for OYA.

2007

OYA's Close Custody Capacity was set at 995; Discretional Bed Allocation at 390; and Demand Forecast at 1,208.

2008

Oak Creek Youth Correctional Facility reopened as a facility for female youth offenders.

2009

Corvallis house was closed. Construction began on a new transitional facility for female youth offenders on the grounds of Oak Creek.

OYA's Close Custody Capacity was set at 900; Discretional Bed Allocation at 465; and Demand Forecast at 1,052.

Juvenile arrest rates continued the steady decline seen since 1994. National rates for violent index offenses were substantially lower than the 1994 peak year. Oregon rates continued to mirror the national decline, but were lower than the national rate.

2010

Oregon's state revenues declined sharply as a result of the Great Recession, resulting in mandatory reductions of nearly $20 million for OYA.

OYA opened Trask River High School, a new facility serving youth offenders at the Tillamook Youth Correctional Facility and Camp Tillamook.

The Young Women's Transition Program facility at Oak Creek was completed, but the opening was delayed due to budget constraints.