



# JUVENILE JUSTICE SYSTEM FRAMEWORK

INSIDE THE FRAMEWORK	
<b>Advancing Oregon's Juvenile Justice System</b>	<b>8</b>
<b>Oregon Juvenile Justice System Diagram</b>	<b>9</b>
<b>The System's Existing and Targeted Conditions</b>	<b>11</b>
<b>SUMMARY-The Goals and Strategic Approaches</b>	<b>13</b>
<b>Goals and Indicators of Success</b>	<b>14</b>
<b>Strategic Approaches and Strategies</b>	<b>15</b>
<b>A. Capacity Building</b>	<b>16</b>
<b>B. Efficiency and Cost-Effectiveness</b>	<b>17</b>
<b>C. System Integration</b>	<b>18</b>
<b>D. Standards and Practices</b>	<b>19</b>
<b>Appendix A and B</b>	<b>21</b>

## 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

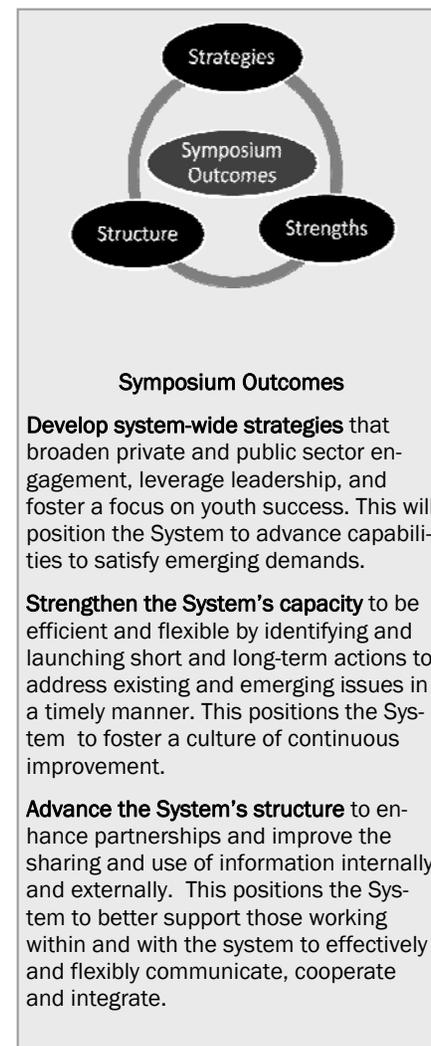
This Framework serves as a foundation to hold discussions with increased numbers of people during the October Symposium event. Facilitated discussions will be held to incorporate viewpoints, interests, ideas. Once adopted by participants, the Framework will become Oregon's Juvenile Justice System Blueprint. 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.



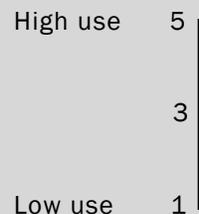
# ADVANCING OREGON'S JUVENILE JUSTICE SYSTEM

## Values

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

## Operating Principles

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



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 of-

fenders 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.

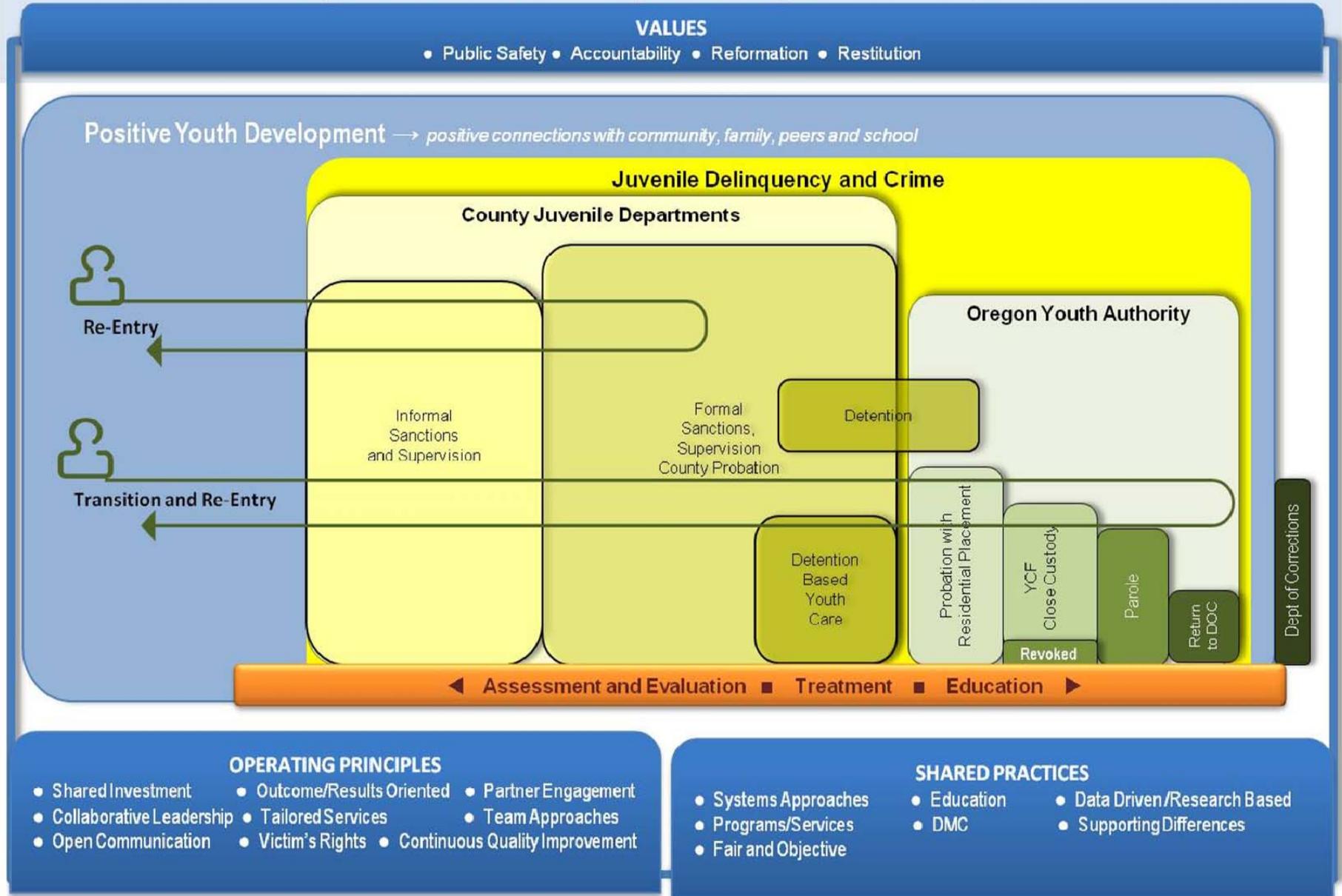
*Partner Engagement* – Committed, flexible partnerships with public and private sectors improve quality, cost of services, and reduce inequitable and eradicate responses.

*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.

# Oregon Juvenile Justice System Diagram - DRAFT August 11, 2010

Diagram 1



**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 the juvenile justice system 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/jsummit\\_home.htm](http://www.oregon.gov/OYA/jjs/jsummit_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.

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

A. Existing Conditions	B. Targeted Conditions
<p><i>CRIME-BASED APPROACH</i></p> <p>Emphasis often leads to “silo” or “myopic” approaches to dealing with issues.</p>	<p>→ <b>SYSTEMATIC RISK and NEEDS-BASED APPROACH</b></p> <p>Emphasis on engaging youth, family, and community and resources supporting success and quality of life.</p>
<p><i>VICTIM REPRESENTATION</i></p> <p>Victims feel removed from process and victims’ rights are not fully understood and integrated throughout the juvenile justice system.</p>	<p>→ <b>JUVENILES ARE ENGAGED IN RESTITUTION</b></p> <p>Youth are accountable, restitution and community service is practiced, and victims receive appropriate opportunities for involvement in the juvenile justice process.</p>
<p><i>RESOURCE-DRIVEN</i></p> <p>Focus is on scarce resources resulting in self preservation and competition.</p>	<p>→ <b>VALUE, PRINCIPLE, OUTCOME and ACCOUNTABILITY DRIVEN</b></p> <p>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.</p>
<p><i>LACK OF CAPACITY for NEEDED SERVICES</i></p> <p>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.</p>	<p>→ <b>IMPROVED CAPACITY and COMPREHENSIVE FLEXIBLE SERVICES</b></p> <p>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.</p>
<p><i>SILOING, COMPARTMENTALIZING and DISPROPORTIONATE RESOURCES and PROCEDURES</i></p> <p>Resource allocations contribute to service fragmentation, competition for limited financial and staff resources, and a lack of consistency of practices, assessments and standards.</p>	<p>→ <b>CONTINUUM OF COHESIVE, COST-EFFECTIVE SERVICE CAPACITY</b></p> <p>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.</p>

**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	
<p><i>LACK OF ENGAGEMENT FROM DIVERSE STAKEHOLDERS</i></p> <p>Decisions are often made in a vacuum without engagement from a cross-section of people, agencies, and organizations.</p>	→	<p><b>INTERDEPENDENT COLLABORATION and INCLUSION</b></p> <p>A system characterized by diverse engagement committed to stewarding youth toward leading a crime-free life.</p>	
<p><i>MANY DECISIONS BASED ON SUBJECTIVE INFORMATION</i></p> <p>Limited resources and protocols minimize access to data and scientific resources.</p>	→	<p><b>DECISIONS BASED ON SCIENCE, RESEARCH and EXPERIENCE</b></p> <p>Systematic review, data, analysis and research supporting continuous improvement of the juvenile justice system.</p>	
<p><i>OVER-REPRESENTATION OF MINORITY YOUTH</i></p> <p>Over-representation of minority youth in all parts of the system and evidence of systemic racism.</p>	→	<p><b>EQUITABLE ACCESS</b></p> <p>System supporting equitable access to opportunities for success, prevention and diversion from the formal juvenile justice system.</p>	
<p><i>ETHNIC and DIVERSITY PARTICIPATION</i></p> <p>Focus on respecting diverse populations with unique needs.</p>	→	<p><b>INTEGRATING CULTURAL and GENDER DIFFERENCES</b></p> <p>Focus on tailoring access and delivery of services to meet and support diverse cultural and gender differences.</p>	
<p><i>INFORMATION ACCESS</i></p> <p>Access to system databases is inconsistent among partners.</p>	→	<p><b>INFORMATION SHARING</b></p> <p>System creates an information infrastructure that supports consistency and efficiency across the system.</p>	
<p><i>VIEW OF YOUTH AS VICTIM OR VILLAIN</i></p> <p>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.</p>	→	<p><b>VIEW OF YOUTH AS RESOURCE</b></p> <p>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.</p>	

## 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.
INDICATORS	<p><i>The juvenile justice system is valued and respected as a community as evidenced by biennial public survey results</i></p> <p><i>In all public safety decisions, the juvenile justice system is recognized as a significant contributor and representative of a population in corrections.</i></p> <p><i>Volunteerism, advocacy and engagement in effective public safety strategies are increased.</i></p> <p><i>A wide cross section of sustainable resources is in place.</i></p>	<p><i>Decreased juvenile crime rates.</i></p> <p><i>Increased sustained community partnerships supporting targeted prevention services.</i></p>	<p><i>Decreased juvenile crime rates.</i></p> <p><i>Reduced numbers of youth committing new offenses and moving or defaulting deeper into the system.</i></p> <p><i>Reduced numbers of juvenile delinquents entering into the adult corrections system.</i></p> <p><i>Increased public and private sector funding supporting the system.</i></p> <p><i>Consistent use of system assessments and other tools throughout the system to improve practices.</i></p>	<p><i>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.</i></p> <p><i>Community providers have appropriate access and contribute information to JJIS.</i></p>	<p><i>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).</i></p> <p><i>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.</i></p>

**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 pro-social 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.

**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 partners 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.

**A3.3 PUBLIC and PRIVATE PARTNERSHIPS**

Implement formal sustainable public and private sector partnerships among runaway and homeless networks and other partners that strengthen case plans and mobilize resources for youth transitioning to parole or post-prison supervision. Transition support includes education, vocation training, opportunities to practice life skills, support groups, transitional housing, and mental and medical health care.

CAPACITY BUILDING

**STRATEGIES**

**ACTIONS**

**EFFICIENCY and COST-EFFECTIVENESS**

**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.

**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.

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

