BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. 98-171

Approve the Strategic Plan for Juvenile Justice and Delinquency Prevention in Multnomah County.

The Multnomah County Board of Commissioners Finds:

a. The Strategic Plan for Juvenile Justice and Delinquency Prevention in Multnomah County is intended to align our community's efforts towards juvenile justice and delinquency prevention for the next three to five years.

b. The scope of the Strategic Plan for Juvenile Justice and Delinquency Prevention in Multnomah County was defined to meet the statutory requirements upon the Multnomah Commission on Children and Families (MCCF) and the Local Public Safety Coordinating Council (LPSCC) to plan for delinquency prevention as well as for youth most at risk of progressing into the juvenile corrections system.

c. The Strategic Plan for Juvenile Justice and Delinquency Prevention in Multnomah County is a plan for our community to work in partnership to reduce juvenile crime and has been developed as a collaborative effort led by the Multnomah County Department of Community Justice, under the auspices of the Local Public Safety Coordinating Council and the Multnomah Commission on Children and Families.

d. Juvenile crime is a serious concern in our community, in Oregon and across the nation.

e. National research is available to tell us what works best to prevent delinquency and to reduce juvenile crime.

f. The strategic plan focuses on the following goals:

- Support at-risk, acting-out and delinquent youth to complete high school and to engage in structured activities after school.
- Hold high expectations of young people, promote mutual respect and improve the skills of youth and adults to respond appropriately at home, in school and in their neighborhood.
- Improve the ability of the Juvenile Justice System to provide swift, sure, appropriate and equitable consequences when youth violate the law.
- Equitably direct specialized resources towards youth at greatest risk of committing violent crime or serious, repetitive crimes.
- Share information with community members, partners and staff on "what works" to prevent juvenile crime and routinely evaluate effectiveness.

g. The Strategic plan in an action plan - Multnomah County, the Cities of Portland and Gresham, Portland Public Schools, Multnomah Education Services District and many non-profit and citizen groups have worked together to develop specific objectives for the next three to five years. Each group has committed to assuming different roles such as "leader," "partner" and/or "advocate." Implementation commitments are set forth in the appendices to the plan.

The Multnomah County Board of Commissioners Resolves:

1. The Multnomah County Board of Commissioners approves the Strategic Plan for Juvenile Justice and Delinquency Prevention in Multnomah County.

2. The Board authorizes the Department of Community Justice to monitor this plan's implementation and success and provide an annual status report submitted to the Board, LPSCC and MCCF in October of each year.

Adopted this 22nd day of October, 1998.

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Beverly Stein, Chair

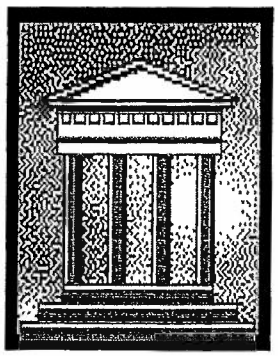
REVIEWED:

Thomas Sponsler, County Counsel
For Multnomah County, Oregon

By _____
Jacqueline Weber, Assistant County Counsel

Strategic Plan for Juvenile Justice
&
Delinquency Prevention

In Multnomah County



October 5, 1998

Juvenile Justice & Delinquency Prevention Strategic Planning Committee

Elyse Clawson, Director
Strategic Planning Committee Chair
Community Justice

Joanne Fuller, Deputy Director
Graduated Sanctions Subcommittee Chair
Juvenile Community Justice

Meganne Steele, Budget & Policy Manager
Staff to the Committee & Document Author
Community Justice

Michael Balter, Executive Director
Youth Development Subcommittee Chair
The Boys and Girls Aid Society

Elise Anfield, Mayor's Office
City of Portland

Bill Beck, Region Director
Portland Public Schools

Leland Block, Supervisor
Juvenile Community Justice

Jim Clay
Executive Director
Multnomah Commission on Children and Families

Robin Cole
Oregon Youth Authority

Christina Germain
Commissioner's Assistant
Commissioner Jim Francesconi

Betty Golding
League of Women Voters

Muriel Goldman
Representative
Multnomah Commission on Children and Families

Melvin Hedgpeth
Law Enforcement Division Commander
Multnomah County Sheriff's Office

Bonnie Hobson
Intergovernmental Relations
Portland Public Schools

Amy Holmes Hehn
Senior Deputy District Attorney
Juvenile Justice Division, DA's Office

Linda Jaramillo
Violence Prevention Coordinator
Health Department

Nan Waller
Juvenile Court Referee

Bob Jester
Area Coordinator
Oregon Youth Authority

Ben Kemp
Multi-cultural Specialist
State Office of Services to Children & Families

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John Miller
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Peter Ozanne
Executive Director
Public Safety Coordinating Council

Mike Peterson
Neighborhood Leader

Sue Ritchie
Multnomah Educational Services District

Suzanne Riles
Director of Research & Administration
Public Safety Coordating Council

Norman Rupp
Representative, Citizens Crime Commission

Ingrid Swenson
Metropolitan Public Defender

Chris Tebben
Research Director
Multnomah Commission of Children and Families

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PREAMBLE

The scope of this planning effort was defined to meet State statutory requirements upon the Multnomah Commission on Children and Families [MCCF] and the Local Public Safety Coordinating Council [LPSCC] which require planning for delinquency prevention as well as for youth most at risk of progressing into the juvenile corrections system. At the outset of this planning effort, it was agreed that prevention strategies would address youth who, by their own behavior, are demonstrating that they are at-risk of delinquency. Therefore, this plan does not include many important, earlier prevention strategies.

Participants in this planning process want to communicate our consensus that research demonstrates that early interventions to support healthy growth and development of children are effective in reducing risk of delinquency. We support the MCCF as the body which has primary responsibility for this broader scope of planning for children and families. We support increased attention to and investment in earlier prevention strategies.

EXECUTIVE SUMMARY

The Strategic Plan for Juvenile Justice and Delinquency Prevention is a plan for our community to work in partnership to reduce juvenile crime. This plan has been developed as a collaborative effort led by the Multnomah County Department of Community Justice, under the auspices of the Local Public Safety Coordinating Council and the Multnomah Commission on Children and Families. This plan is meant to provide a strategic focus for the full array of groups across Multnomah County who are willing to commit to working to prevent juvenile delinquency and to reduce repeated delinquency.

Shared values and principles guided this collaborative planning effort which involved leadership from the juvenile justice system, local governments, public schools, community-based youth serving organizations and citizen groups. The full set of guiding values and principles the planning work group committed to is presented in this report. The following subset of values and principles were perhaps most pivotal in shaping this strategic plan:

- Keep outcome and action focused – set the stage for implementation.
- Develop strategies over the continuum of youths' involvement with the justice system.
- Reach scale in our strategies to create a measurable impact.
- Plan and deliver services with respect for differences in culture, gender, race and special population needs.
- Develop a culture of collaboration among governmental and non-profit agencies, school professionals, community members and youth.
- View every contact with juveniles as an opportunity to build on youths' strengths.
- Attend to youths' needs that are linked to criminal behavior – even while imposing consequences for unacceptable behavior.

EXECUTIVE SUMMARY

Juvenile crime is a serious concern in our community, in Oregon and across the nation. A variety of factors, including easier access to guns and drugs, contributed to increased rates and seriousness of juvenile crime during the late 1980's and early 1990's. In the past few years, juvenile crime rates started to decline on a national and local level. Highlights of crime and victimization trends are presented in this report.

National research is available to tell us what works best to prevent delinquency and to reduce juvenile crime. Keeping youth in school, engaged in structured activities after school and supported by a caring relationship with a responsible adult are very effective juvenile delinquency prevention and early intervention activities. Strong community norms that support families, develop youth assets and diffuse conflict are also important. It is best to minimize the contact low risk youth have with the juvenile justice system, whereas intensive responses are often appropriate with medium or high-risk youth. Providing swift, sure and balanced responses to delinquency are the most effective means of responding to delinquent behavior. The concept of "graduated sanctions" has become widely accepted; this involves a balance of supervision, services and penalties that graduate to become more intensive if the behavior becomes more serious.

Successful programs work on helping youth learn new ways of behaving, not just looking to the past to develop an understanding of the conditions which led to behavior problems. Other elements of successful programs include: building on the strengths of the youth and his/her family; providing clear and consistent consequences for misconduct; providing opportunities for youth achievement and involvement in program decision-making; providing intensive contact; supporting the transition of the youth back into their family home or school; and offering youth a long-term stake in the community.

Policy priorities already established by the County Board of Commissioners, the Multnomah Commission on Children and Families and the State Legislature provided direction to the strategic planning group in several areas. The County

Commission's adoption of the benchmark goal to "Increase high school completion" provided focus for the juvenile delinquency prevention strategies as well as other County efforts. The collaborative agreement between the Commission on Children and Families, Public Safety Coordinating Council and Community Justice affirms a commitment to reducing over-representation in the juvenile justice system. The State Legislature's adoption of Senate Bill 1 mandated a strategic planning effort including a "targeted offender plan", focusing resources on youth at risk of violent crime.

This strategic plan is an action plan – Multnomah County, the Cities of Portland and Gresham, Portland Public Schools, Multnomah Education Services District and many non-profit and citizen groups have worked together to develop specific objectives for the next three to five years. Each group has committed to assuming different roles such as "leader", "partner" and/or "advocate." Implementation commitments and timelines are set forth in the appendices to this report.

Progress towards these strategic goals is already underway. During the period of plan development and review, Ballot Measures 47 and 50 catalyzed the County to fundamentally re-examine its priorities and how it works. Juvenile Justice used this as an opportunity to align departmental efforts with the emerging strategic priorities and to initiate new collaborative efforts with the schools to support prevention and early intervention.

CONTINUUM OF INVOLVEMENT WITH THE JUVENILE JUSTICE SYSTEM

The OJJDP Comprehensive Planning Framework:

YOUTH "OUTSIDE" THE SYSTEM		CONTINUUM OF GRADUATED SANCTIONS			
All Youth →	Youth at Greatest Risk →	Immediate Intervention → [DIVERSION]	Intermediate Sanctions → [PROBATION]	Community Confinement → [RESID. CARE]	Correctional Facilities → [OYA FACILITIES]

Local Strategic Goals Along The Continuum :

To hold youth accountable, be fair and reduce recidivism:

A. Support at-risk, acting-out and delinquent youth to complete high school and to engage in structured activities after school.

To prevent and intervene early in juvenile delinquency:

B. Hold high expectations of young people, promote mutual respect and improve the skills of youth and adults to respond appropriately at home, in school and in their neighborhood.

To hold youth accountable, be fair and reduce recidivism:

C. Improve the ability of the Juvenile Justice System to provide swift, sure, appropriate and equitable consequences when youth violate the law.

To protect public safety and control costs:

D. Equitably direct specialized resources towards youth at greatest risk of committing violent crime or serious, repetitive crimes.

To do our work together, more effectively:

E. Share information with community members, partners and staff on "what works" to prevent juvenile crime and routinely evaluate effectiveness.

ABOUT THIS PLAN

This plan was developed by the Juvenile Justice and Delinquency Prevention Strategic Planning Committee, a large working group including leadership from the juvenile justice system, local governments, public school systems, community-based youth serving agencies and citizen groups. The Committee organized itself into three subcommittees: Prevention, Graduated Sanctions and Development. The Prevention and Graduated Sanctions Subcommittees each focused on distinct populations of youth along the continuum of involvement with youth in the juvenile justice system. The Development Subcommittee worked to ensure that the values and tools of youth development were incorporated into all strategies in the plan.

Elected officials and law enforcement from the cities of Portland and Gresham have joined with County Chair Beverly Stein to ensure that this plan reflects a shared commitment to preventing juvenile delinquency and reducing violent crime. Mayor Vera Katz, Commissioner Jim Francesconi and Chief Charles Moose joined Chair Stein in a "Juvenile Justice Plan Steering Committee." The steering committee agreed to allow time for the Mayor and Commissioner Francesconi, respectively, to develop strategies to reduce gun violence and to increase early intervention programs for at-risk youth. The City of Gresham is already implementing efforts that are directly supportive of the strategies in this plan.

Of the many other contributors to this plan, the Portland Public School's administration and the Superintendents of all the School Districts within the Multnomah County Educational Services District deserve special acknowledgement. These educators shaped the school-related prevention strategies that distinguish this strategic plan for juvenile justice and delinquency prevention.

GUIDING VALUES AND PRINCIPLES

In the planning effort, we committed to:

- Keep outcome and action focused -- set the stage for implementation
- Reach scale in our strategies to create a measurable impact
- Plan and deliver services in ways which respect difference in culture, gender and special population needs
- Take into consideration the needs of individual youth in planning and delivering services
- Identify and build on existing, successful approaches
- Work within the established priority frameworks of Multnomah County's three high priority benchmarks and State funding guidelines
- Look for "leverage points" to stimulate systemic changes
- Ensure sustainable change in systems and services
- Develop sustainable agreements among key partners
- Take a resource-rich perspective on the environment
- Develop strategies over the continuum of youths' involvement with the justice system

During implementation, we will work together to:

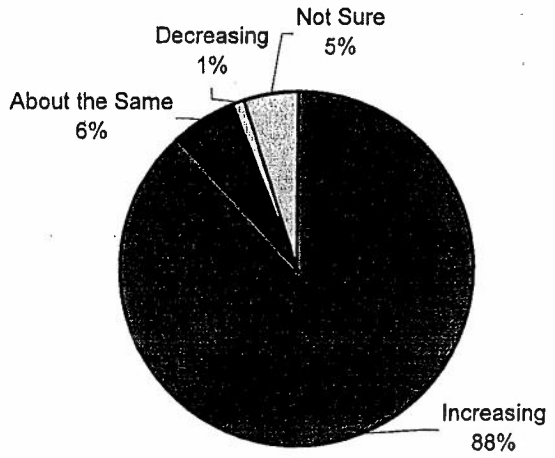
- Develop a culture of collaboration among governmental and non-profit agencies, school professionals, community members and youth
- View every contact with juveniles as an opportunity to build on youths' strengths
- Attend to youths' needs which are linked to criminal behavior - even while imposing consequences for unacceptable behavior
- Plan and deliver services in ways which respect differences in culture, race and gender
- Increase work with families or other reliable, caring adults in the young person's life
- Increase funding flexibility to support service delivery which can be tailored to meet the needs of individual youth

DATA & TRENDS

Juvenile crime is a serous concern in our community, in Oregon and across the nation. Public policy needs to respond to both the perceptions and realities of juvenile crime. The following section highlights data and trends presented to the Strategic Planning Committee: citizen perceptions; actual crime trends; and profiles of youth involved with the juvenile justice system.

CITIZEN PERCEPTIONS

Most Oregonians Perceive That Oregon's Juvenile Crime is Increasing

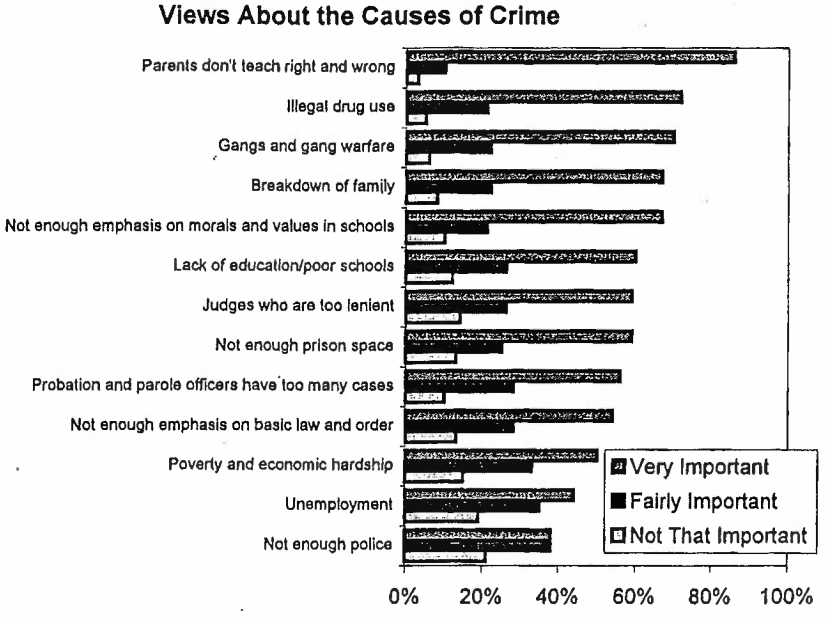


Source: *Crime and Corrections: The Views of the People of Oregon*, Doble Research Associates, April 1995.

- **Most Oregonians (88%) perceive an increase in Oregon's juvenile crime** from 1990 to 1995, according to an extensive citizen survey by Doble Research Associates.
- **Public concern about youth violence has increased recently** as a result of the tragic shootings in May 1998 at Thurston High School in Springfield, Oregon.

DATA & TRENDS [continued]

CITIZEN PERCEPTIONS [continued]



Source: *Crime and Corrections: The Views of the People of Oregon*, Doble Research Associates, April 1995.

- **9 in 10 Oregonians believe that "Parents who don't teach the difference between right and wrong" is a very important cause of crime**
- **More than two-thirds see "A breakdown of the family" and "Not enough emphasis on values in schools" as very important.**
- **More than 7 in 10 also name illegal drug use and the proliferation of gangs as major causes of crime.**

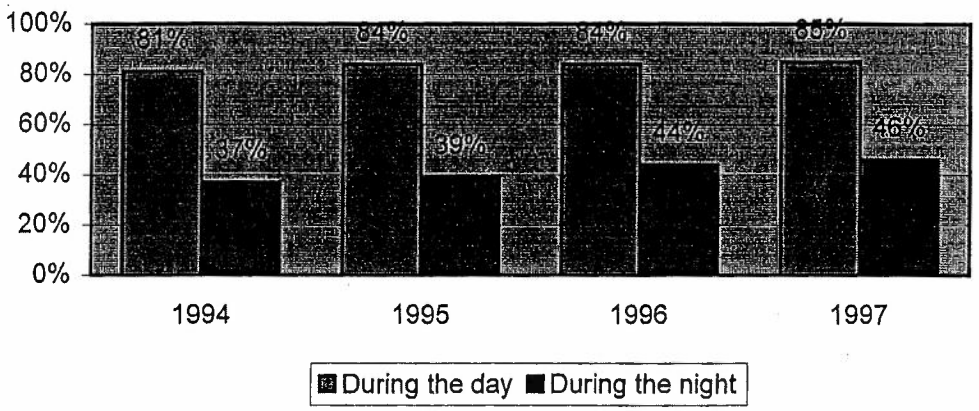
- **Oregonians overwhelmingly favor making greater use of alternative sentences**, i.e. restitution, boot camp, community service, strict probation, work centers, and house arrest, instead of prison for *nonviolent offenders.*
- **Large majorities favor stepped-up rehabilitation efforts** for both juveniles and adults.
- **Oregonians believe almost everyone convicted of a violent crime, including juveniles, should be incarcerated for at least some time.**

(Source: *Crime and Corrections: The Views of the People of Oregon*, Doble Research Associates, April 1995.)

DATA & TRENDS [continued]

CITIZEN PERCEPTIONS [continued]

Multnomah County Citizens' Sense of Safety While Walking in Their Neighborhood



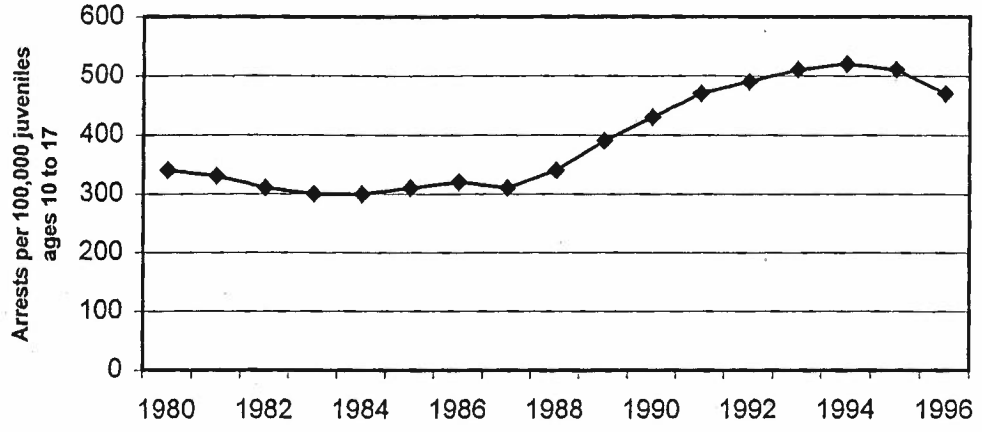
Source: 1997 Portland Multnomah County Citizen Survey

- **Over the past four years, Multnomah County citizens' sense of safety walking in their neighborhoods has steadily increased.**
- **Countywide, most people [85%] feel safe walking in their neighborhoods during the day; less than half [46%] feel safe walking in their neighborhoods at night**. Citizens' sense of safety walking at night varies markedly between neighborhoods.

DATA & TRENDS [continued]

NATIONAL JUVENILE CRIME TRENDS

National Juvenile Violent Crime Arrest Rate



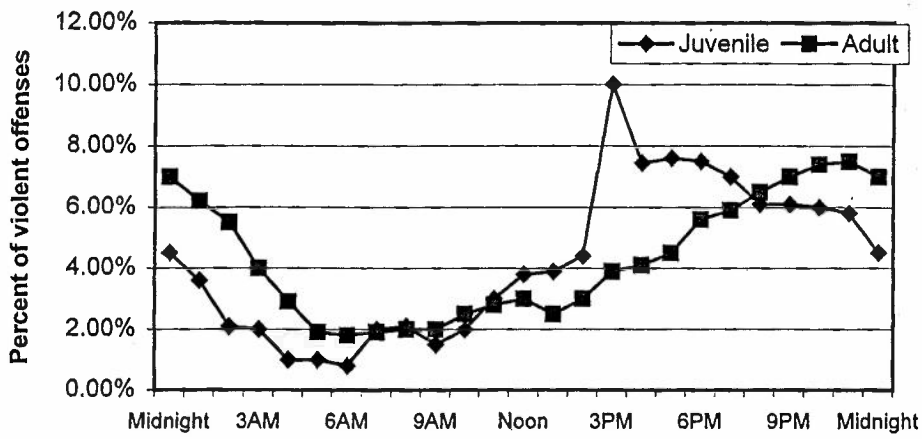
- **The total number of juvenile arrests for violent crimes declined in 1996, for the second year in a row, with murder arrests down 14% and robbery down 8%.** The substantial growth in juvenile violent crime arrests that began in the late 1980's peaked in 1994.

- **Nationally, juveniles accounted for 19% of all arrests and 19% of all violent crime arrests in 1996.** Nearly one-third (32%) of all persons arrested for robbery in 1996 were under age 18, substantially above the juvenile proportion of arrests for other violent crimes: forcible rape (17%), murder (15%), and aggravated assault (15%).

- **Juvenile involvement was disproportionately high in arrests for arson, vandalism, motor vehicle theft, burglary, larceny-theft, robbery, stolen property, disorderly conduct, weapons, and liquor law violation offenses.**

NATIONAL JUVENILE CRIME TRENDS [continued]

When do Juvenile and Adult Offenders Commit Violent Crimes in the U.S.?



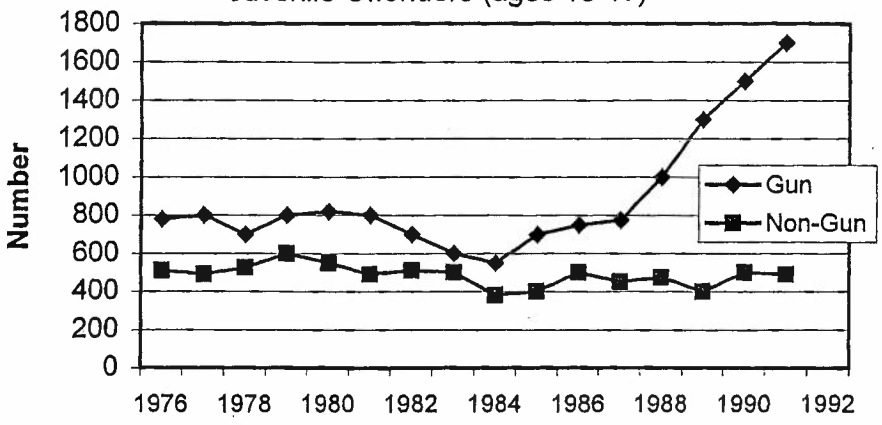
- **The peak time period for juvenile violent crimes is 2 PM to 6 PM,** after the close of the school day, and then declining through the evening hours.
- In contrast with juveniles, the number of violent crimes committed by adults increases from early morning through midnight.
- The time profiles of when juveniles commit violent crimes and when juveniles are the victims of violent crime are similar.

Source: *Combating Violence and Delinquency: The National Juvenile Justice Action Plan Report*, March 1996, Coordinating Council on Juvenile Justice and Delinquency Prevention, Washington, D.C.: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice.

DATA & TRENDS [continued]

NATIONAL JUVENILE CRIME TRENDS [continued]

Number of U.S. Gun and Non-Gun Homicides
Juvenile Offenders (ages 10-17)



Source: *Juvenile Homicides - Violence by Young People: Why the Deadly Nexus?*, National Institute of Justice Journal, August 1995.

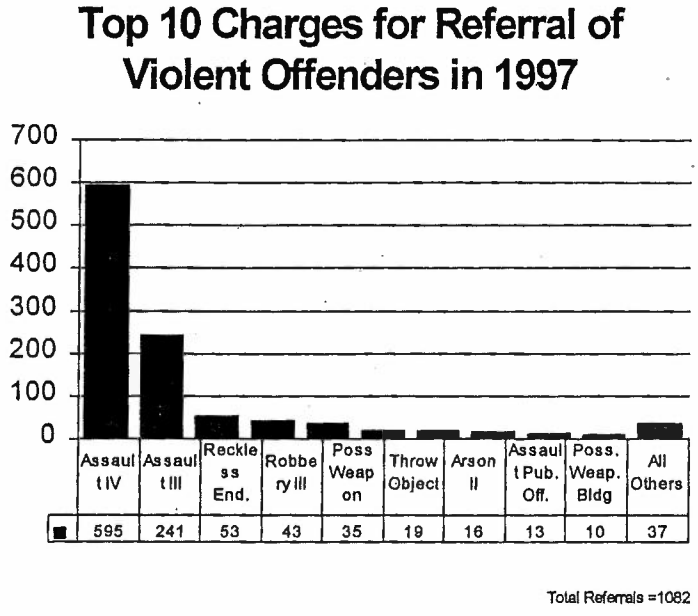
- **The number of juvenile murders committed with guns each year has doubled since 1985**; nationally, this is linked with inner-city drug markets.

Who are the victims?

- Nationally, juveniles are disproportionately victimized and violence is more concentrated in poor, urban communities.
- The National Crime Victimization Survey in 1994 found that less than half [42%] of all crimes are reported.
- In Multnomah County, black males are more than 10 times more likely to be killed by firearms than are whites.

DATA & TRENDS [continued]

Who are the Violent Offenders?



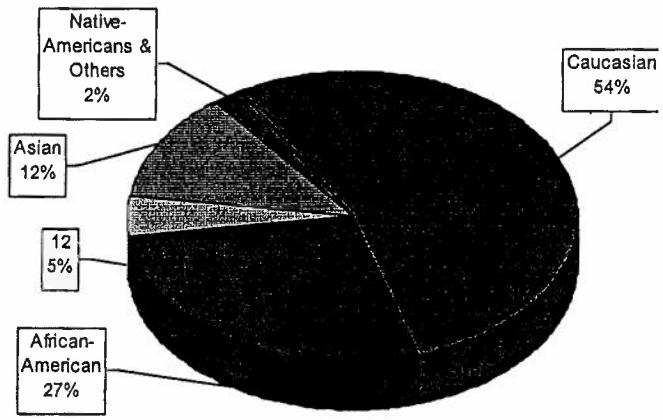
Total Referrals =1082

- In 1997 there were 1,160 misdemeanor and criminal allegations defined as "violent" offenses"[1] and these 1,160 violent allegations comprised 1,082 unique criminal (misdemeanor and felony) referrals.
- These 1,082 referrals were committed by 954 unduplicated "violent" juveniles (1.1 referrals per individual).
- The most frequent charge for all of the referrals made was Assault IV (595) followed by Assault III (241). These two charges comprised over three-quarters of the 1,082 referrals.

[1] Violent offenses are defined by the following 24 allegations and DO NOT INCLUDE MEASURE 11 CHARGES because those offenders are adjudicated within the adult system. Included are referrals for 19 felony charges: Firearm used in felony, Unlawful poss. of machine gun, Felony poss. of firearm, Rape III, Sexual abuse II, Sodomy III, Arson II, Att. assault II, Assault III, Assault IV dom. viol., Robbery III, Riot, Poss. of weapon in pub. bldg., Unlawful use of weapon, Carrying dang. weapon, Unlawful mfg. of destruct. device, Throwing obj. overpass I, Unlawful poss. of weapon; and 5 misdemeanor charges: Assault IV, Reckless endangerment, Assault on pub. safety off., Encourage child sex abuse III, Animal abuse.

DATA & TRENDS [continued]

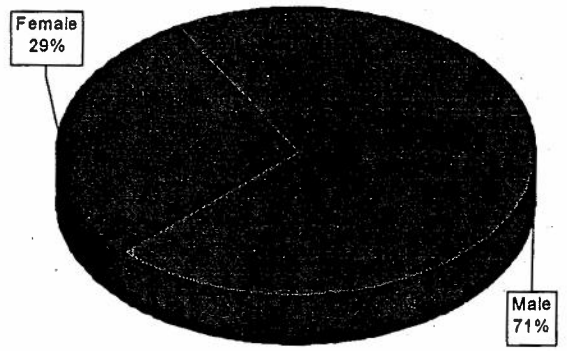
Juvenile Offenders in 1997: Race *



* - Missing Cases =152 N=802

- Half of juvenile offenders are white; half are youth of color; six of seven are males; half are under 15 years old but the greatest risk is 15-16 year olds with low risk after the age of 20

Juvenile Offenders in 1997: Gender*

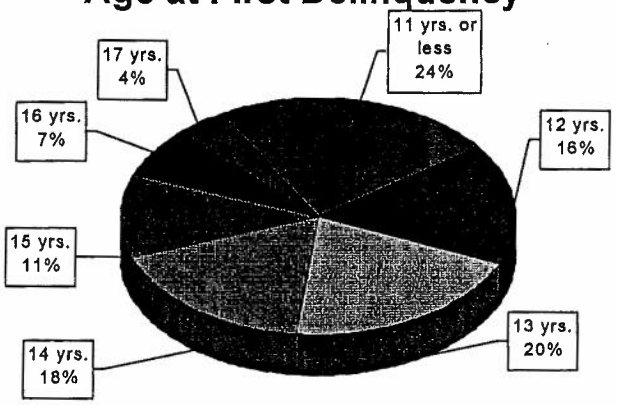


* - Missing Cases =152 N=802

- The typical offender in this group was a male (71.1%), between 15 and 16 years old (38.9%), and Caucasian (53.6%), although over one-quarter of these juveniles were African-American (27.4%).

DATA & TRENDS [continued]

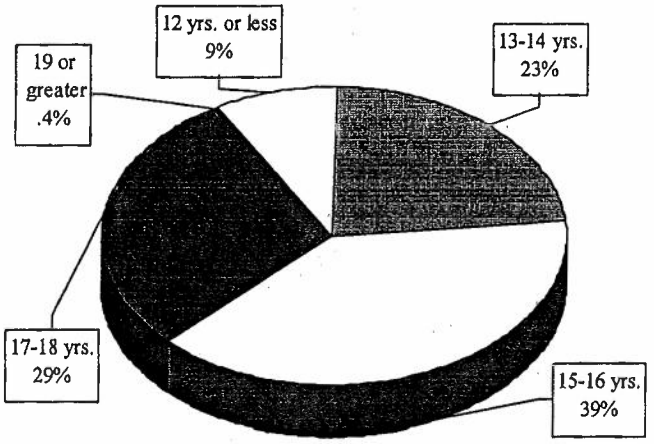
Juvenile Offenders in 1997: Age at First Delinquency *



* - Missing Cases =243 N=711

- Over half of these juveniles had their first delinquency referral before 14 years of age (59.9%) and almost one-fourth before the age of 12 (23.3%).
- Almost three-quarters of these juveniles had one or more dependency referrals (74.5%) and just over 70 percent had their first dependency referral at the age of 11 or younger.

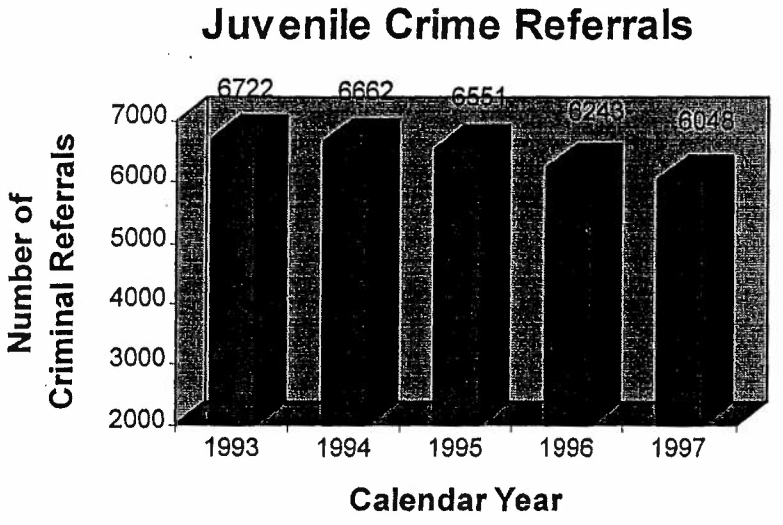
Juvenile Offenders in 1997: Age *



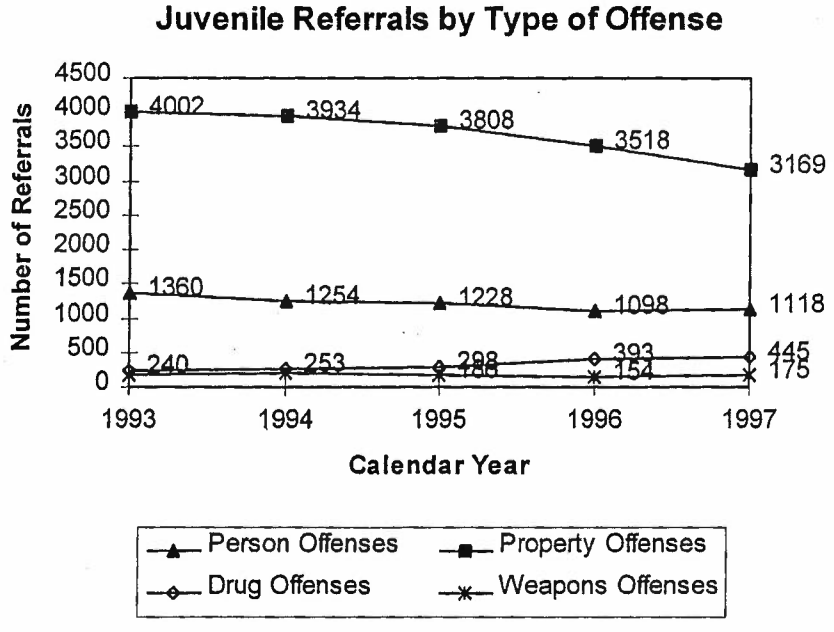
* - Missing Cases =152 N=802

DATA & TRENDS [continued]

LOCAL JUVENILE CRIME TRENDS



- **Criminal referrals of juveniles are declining.** The number of criminal referrals of juveniles decreased 9% from 1993 to 1997.



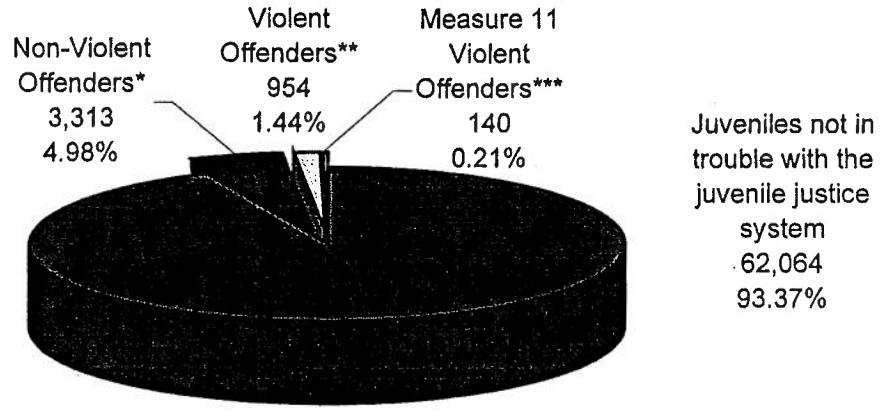
- **Most categories of juvenile crime decreased over the past five years.** From 1993 to 1997, Person offenses declined by 15%; Property offenses decreased 21%; and Weapons offenses decreased 2%.

DATA & TRENDS [continued]

LOCAL JUVENILE CRIME TRENDS [continued]

- **Drug offenses increased significantly as a result of increased enforcement efforts.** The number of drug offenses increased 85% from 1993 to 1997. While there has been a steady increase in this time period, the biggest jump is in the past two years during which the City of Portland has increased enforcement efforts with federal funding for "Operation Northstar."

Most Youth Are Not in Trouble



Source: Center for Population Research and Census, PSU ; TJIS data base & DA BM11 data base
* These youth had 6086 criminal (misdemeanor and felony) referrals in 1997.
**Violent offenses were defined by 24 allegations, including 19 felony charges: Firearm used in felony, Unlawful poss. of machine gun, Felony poss. of firearm, Rape III, Sexual abuse II, Sodomy III, Arson II, Att. Assault II, Assault III, Assault IV dom. viol., Robbery III, Riot, Poss. of weapon in pub. bldg., Unlawful use of weapon, Carrying dang. weapon, Unlawful mfg. of destruct. device, Throwing obj. overpass I, Unlawful poss. of weapon; and 5 misdemeanor charges: Assault IV, Reckless endangerment, Assault on pub. safety off., Encourage child sex abuse III, Animal abuse.
*** In 1997, these youth had criminal referrals of which the most serious offense was a M11 charge.

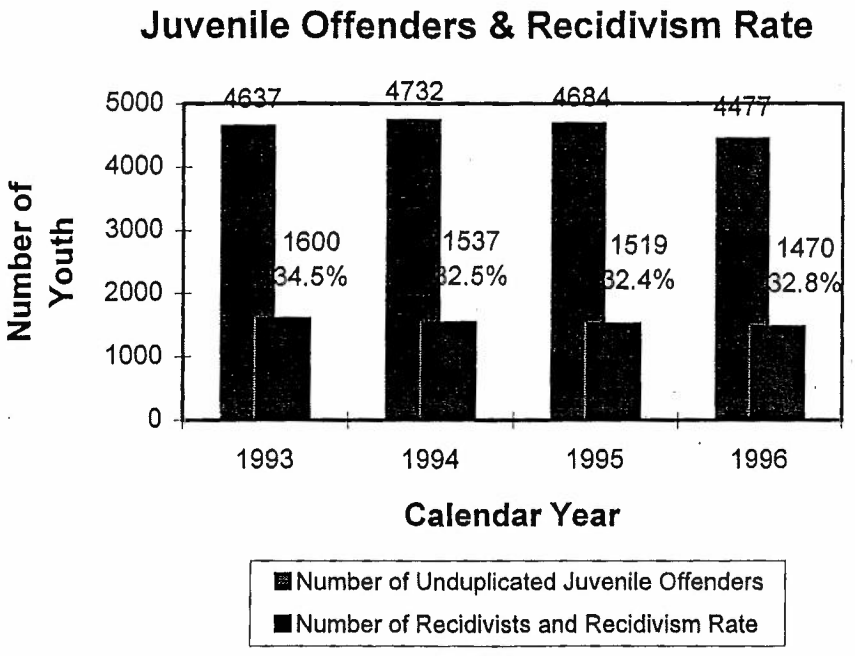
- **Most juveniles are not in trouble with the juvenile justice system.** The vast majority [93%] of the 66,471 juveniles in Multnomah County were not juvenile offenders in 1997.

- **Most juvenile offenders are not violent offenders.** Of the 4,407 juveniles referred to the juvenile justice system in 1997, 3,313 [75%] were referred for non-violent offenses.

- **Less than 1 in 500 juveniles are violent offenders under Measure 11.** In 1997, there were 140 violent juvenile offenders with Measure 11 offenses – less than ½ of 1% of all juveniles in the County.

DATA & TRENDS [continued]

LOCAL JUVENILE CRIME TRENDS [continued]



- **Two out of three youth referred to the juvenile justice system never return.** The 12-month recidivism rate has remained stable for the last 3 years.

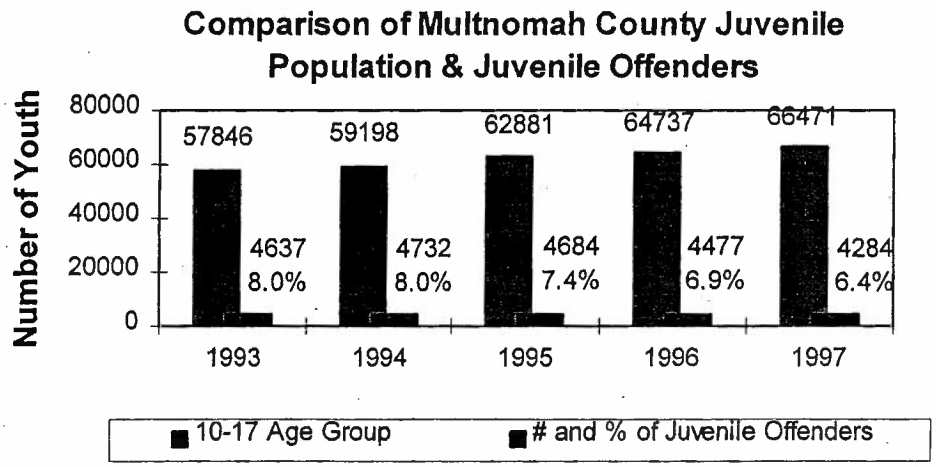
- **There has been a 5% decrease in the number of juvenile offenders over the two-year period since 1994.**

PROFILES OF YOUTH

The federal Office of Juvenile Justice and Delinquency Prevention [OJJDP] comprehensive planning model was adopted by the planning committee as the framework for our local strategic planning effort. The following chart was developed by OJJDP to illustrate the various stages of involvement youth can have with the juvenile system. The data that follows presents a profile of Multnomah County youth at each of these stages along the continuum.

Continuum of Involvement With The Juvenile Justice System						
Youth *Outside* The System	Continuum of Graduated Sanctions					
All Youth →	Youth at Greatest Risk →	Immediate Intervention [Diversion] →	Intermediate Sanctions [Probation] →	Community Confinement [Residential Care] →	Training Schools [OYA Schools] →	Aftercare

All Youth



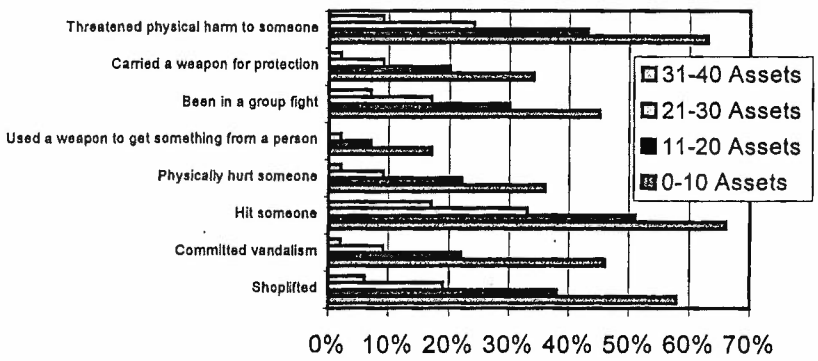
- **Since 1994, the number of juvenile offenders has decreased every year despite the growth in juvenile population.**
- **Multnomah County's juvenile population increased by 15% in the past five years;** Statewide, the juvenile population in Oregon is expected to increase another 8% by the year 2010

PROFILES OF YOUTH [continued]

Youth at Greatest Risk

In order to succeed in school and to avoid delinquency, youth need a variety of assets -- things like a relationship with a caring adult, a commitment to learning and basic social skills. Research has identified 40 assets that are the building blocks for success; young people need at least 30 in order to thrive. In 1997, the Youth Asset Survey was given to 10,000 Multnomah County in grades 6,8, and 10; see Appendix E.

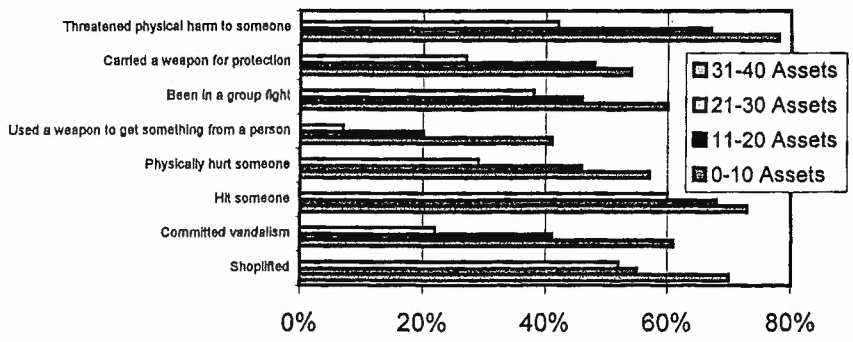
Percent of Youth Reporting Risk-Taking Behaviors



Source: Developmental Assets: A Profile of Your Youth , Multnomah County Schools, 1997

- There was a high correlation [over 50%] with high-risk behaviors among youth with 10 or fewer assets.
- Youth with the fewest assets are 20 times more likely to report that they've been in trouble with the police in the last year than young people with the most assets.
- Overall, the average number of assets for all youth was 19.
- Differences from school to school were minor except that in alternative schools, which serve more at-risk youth, the average number of assets was 14.

Percent of ALTERNATIVE SCHOOL Youth Reporting Risk-Taking Behaviors



Source: Developmental Assets: A Profile of Your Youth , Multnomah County Schools, 1997

DATA & TRENDS [continued]

PROFILES OF YOUTH [continued]

Immediate Intervention: Youth Placed in Diversion Program

- Approximately 2400 youth are diverted per year; historically, 25-35% of all referrals are diverted
- Access to diversion appears equitable across ethnic and racial lines; a higher percent of girls are diverted [54%] than boys [46%]
- Youth on their 1st or 2nd referral for offenses such as graffiti and shoplifting are the focus population for diversion

Intermediate Sanctions: Youth on Probation

1200 cases from February 1996 snapshot

- Males 79%; Females 21%
- 59% White; 27% Black; 5% Hispanic; 5% Asian
- Most live with their mother [35%] or both parents [21%]
- First delinquency referrals peak at ages 15-16
- Prior felony referrals: 20% have none; 34% have one; 25% have two; and 21% have three or more
- 1/2 have a history of family instability
- 1/3 have a family member with a history of criminal involvement
- 15% have a Mental Health diagnosis

Community Confinement: Youth in Detention / Treatment

- 2600-2800 youth per year; most staying for 5-7 days in detention
- 55% white; 30% black; 6% Hispanic; 6% Asian
- Mostly males; few females

Multnomah Youth at OYA Youth Correctional Facilities

- 141 youth were committed in 1997 to MacLaren / Hillcrest :
  - 46.8% were for C Felonies, 19.9% were for A Misdemeanors, 14.9% were for A Felonies and 10.6% were for B Felonies.
  - 91% of youth committed were male.
- African Americans accounted for 36% of commitments in 1997 and Caucasians accounted for 56%.
- The top 10 common offenses [usually multiple crimes were committed]: Unauthorized Use of a Vehicle; Robbery II; Robbery I; Burglary I; Sodomy I; Assault III; Distribution of a Controlled Substance; Attempted Assault II; Assault II

RESEARCH TELLS US WHAT WORKS

What works to prevent delinquency and to turn-around low risk youth is not the same as what works to stop the criminal behavior of medium/high risk youth. In fact, sometimes it is just the opposite. For example, a combination of supervision, services and sanctions has been shown to be the most effective strategy for reducing recidivism among medium/high risk offenders. However, bringing low risk youth into sustained contact with the juvenile system actually increases the likelihood of recidivism.

What Works To Prevent or Intervene Early in Delinquency

What Works	What Does NOT Work
■ Keeping youth in school ■ A caring relationship with a responsible adult ■ After-school activities which apply youth development philosophies including recreation, mentoring and gang prevention ■ Tutoring ■ Vocational training and employment skill-building when combined with intensive educational components. ■ Neighborhood-based programs in high-risk areas designed to build on strengths and to respect cultural backgrounds/history	■ Mentoring relationships that are uncritically supportive, regardless of how a youth is behaving ■ Gang street workers and citizen patrols when those efforts are conducted in isolation; however, these can be effective as part of more comprehensive approaches which provide juveniles with opportunities to get involved in constructive activities and provide support in building skills to change their behavior

What Works for Juveniles Involved in the Justice System

What Works	What Does NOT Work
■ Graduated sanctions [such as day reporting, restitution, etc.]	■ Conventional individual psychological counseling
■ Behaviorally oriented treatment programs	■ Peer group counseling strategies in which offenders talk together without substantial interventions to address their underlying issues
■ Targeted interventions	■ Deterrence and "shock" approaches such as "Scared Straight"
■ **Successful programs have these common elements:**	■ **Programs that DO NOT succeed have these common elements:**
❖ build on youth and family strengths	❖ one-time or short-term contact with offenders
❖ provide clear and consistent consequences for misconduct; provide opportunities for youth achievement and involvement in program decision-making	❖ unclear developmental rationale
❖ operate mostly outside the justice system	❖ little attempt to change the environment or "ecological" situation
❖ involve intensive contact	
❖ emphasize reintegration and re-entry services	
❖ offer youth a long-term stake in the community	

GRADUATED SANCTIONS

The principles of "graduated sanctions" are considered among the most promising practices in juvenile justice. In this context, "sanctions" means penalties or consequences and "graduated" refers to various levels of severity. Such a set of graduated sanctions programs provides a framework for ensuring consistent and proportionate responses to youths' delinquent behavior.

- Immediate sanctions should be applied within the community for first time, non-violent offenders; an example could be prompt assignment to a community service paint crew when the offense is graffiti.
- Intermediate sanctions should be applied within the community for more serious offenders; an example could be Court-ordered restitution payments and required attendance at a day-reporting center after school.
- Secure care programs for the most violent offenders; pre-trial secure custody is provided in the County's Juvenile Detention facility and the State operates Youth Correctional Facilities for sentenced youths.
- Aftercare programs that provide high levels of social control and treatment programs; for example, supervised transitional housing programs for youth returning to the community from State Training Schools.

At each stage of the continuum, offenders should be subject to repetitive responses to the repeat behaviors or, as appropriate, increasingly severe responses to more serious offenses. Most well structured graduated sanctions programs appear to be more effective than incarceration in reducing recidivism – and they generally cost much less.

A BROAD ANALYSIS OF THE LOCAL SITUATION

In Multnomah County, we face various strengths, weaknesses, opportunities and threats that influence our ability to succeed in juvenile justice and delinquency prevention strategies.

STRENGTHS

- Juvenile crime is recognized as an important area for public policy innovation and resource investment.
- A culture of collaboration is developing among governmental, private and community groups in Multnomah County.
- Citizens are concerned and willing to support resource investment to increase public safety.

WEAKNESSES

- Limited data to use in evaluating existing systems and services.
- Lack of private sector involvement.
- Local and state agencies have overlapping roles which hinder coordinated services and create some disincentives for prevention/early intervention.
- We are still inexperienced at truly collaborative planning & implementation across agencies.

OPPORTUNITIES

- All levels of government are focused on the importance of juvenile justice and delinquency prevention.
- Policy level agreement exists on the need to focus on school attendance as a prevention initiative.
- National research is available to tell us what works and what does not work in juvenile justice and delinquency prevention.
- Advances in computer technology have created new opportunities to use data for decision making and evaluation.

THREATS

- Accessibility of guns and drugs.
- Culture of violence in society overall [television, etc.].
- Relaxing of community norms.
- Adolescence is being extended by contemporary urban societies, leaving young people with few constructive avenues through which to express their emerging adulthood.
- Families and communities are taking less responsibility for raising children, particularly "difficult" children which is leading to unrealistic, unfeasible expectations that government can/should "fix" all problems.
- Many teenagers, particularly youth of color, are profoundly pessimistic about their futures as individuals and as a group.

AN OVERVIEW OF THE JUVENILE JUSTICE SYSTEM

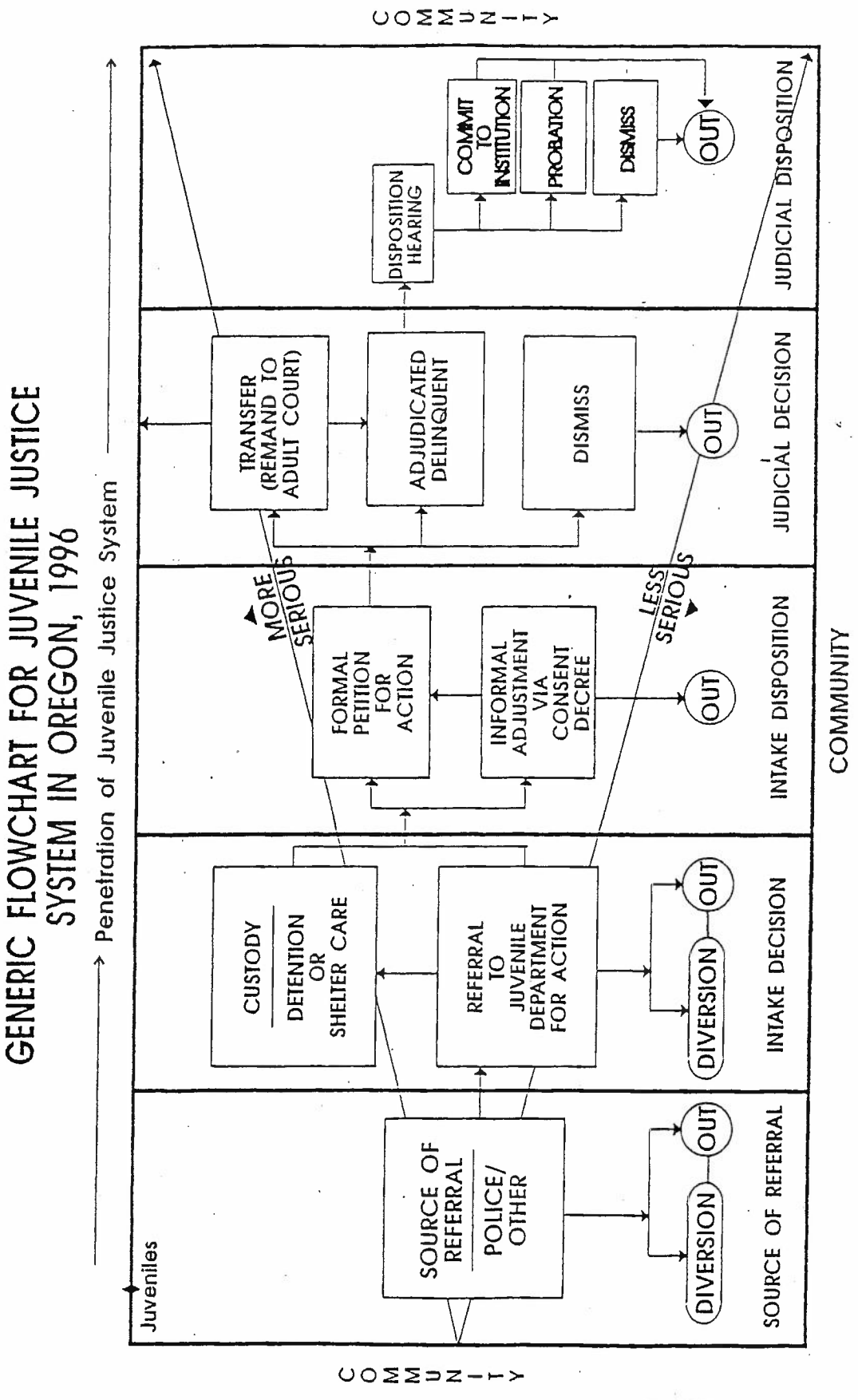
Oregon's juvenile justice system was significantly altered in 1995 as a result of Senate Bill 1 and Ballot Measures 11 and 40. Senate Bill 1 changed the goals of the State's juvenile justice system to focus primarily on holding youth accountable for delinquent behavior and reducing violent crime. The Oregon Youth Authority [OYA] was established as an independent department, separate from the former Children Services' Division [CSD]. Ballot Measure 11 requires that first time violent offenders aged 15 and over be treated as adults, subject to mandatory minimum sentences of 5 years, 7 months. Ballot Measure 40, approved in 1996, imposes new restrictions on pretrial release and sentencing procedures, and provides crime victims new opportunities to participate in the justice system.

In general, staffing levels, operating resources and facilities are able to support the core functions of detention, adjudication support and probation supervision in Multnomah County. This represents a significant improvement from the situation that led to a Consent Decree in 1992 wherein the County agreed to construct a new juvenile detention facility and operate it in accordance with specific staffing and operating standards. The new 191-bed secure detention facility operates as a regional, multi-purpose facility. Recent declines in juvenile referral rates have made probation caseload sizes more manageable and have permitted staff to begin implementation of supervision, services and sanctions program improvements. A comprehensive set of Juvenile Justice program descriptions is presented in the appendices.

Significant gaps remain in the overall system:

- Alcohol and drug services
- Mental health services
- Programming specifically suited to youth of color and girls
- Ability of schools to deal with troubled kids
- Juvenile violence prevention efforts
- Positive adult role models in the lives of troubled youths
- Availability of after school activities

AN OVER VIEW OF THE JUVENILE JUSTICE SYSTEM [continued]



OUR GOALS

Our goals are designed to help achieve Multnomah County's high priority benchmarks to:

- Reduce juvenile crime
- Increase high school completion
- Increase citizen satisfaction

To prevent delinquency:

➧ **Support at-risk, acting-out and delinquent youth to stay in school and to engage in structured activities after school.**

To prevent delinquency and intervene early in delinquency:

➧ **Hold high expectations of young people, promote mutual respect and improve the skills of youth and adults to respond appropriately at home, in school and in their neighborhood.**

To hold youth accountable, be fair and reduce recidivism:

➧ **Improve the ability of the Juvenile Justice System to provide swift, sure, appropriate and equitable consequences when youth violate the law.**

To protect public safety and control costs:

➧ **Equitably direct specialized resources towards youth at greatest risk of committing violent crime or serious, repetitive crimes.**

To do our work together, more effectively

➧ **Share information with community members, partners and staff on what works to prevent juvenile crime and routinely evaluate effectiveness.**

STRATEGIES TO REACH OUR GOALS

STRATEGIC GOAL A

To prevent delinquency:

➧ **Support at-risk, acting-out and delinquent youth to complete high school and to engage in structured activities after school.**

A.1. Increase school attendance by reducing truancy.

A.2. Provide youth more individual control and choice in shaping their school experience.

A.3. Involve youth in school decision-making

A.4. Increase the ability of schools to address academic needs of youth at risk, especially youth of color.

A.5. Increase workplace and supervisory flexibility to encourage parents and other adults to become involved in schools and more generally in the lives of young people.

A.6. Expand alternative school placements for at-risk/acting-out youth at the high school, middle school and elementary school levels..

A.7. Expand the ability of existing, successful programs to provide programs for at-risk youth after school between 3:00 - 6:00 p.m., on weekends and in the summer.

A.8. Increase job readiness and self-sufficiency skills of high-risk youth that are linked with industry needs.

A.9. Adjust school schedules for middle and high school youth so that school starts and finishes later.

A.10. Develop strategies to get kids directly home following school, after-school or evening activities.

A.11. Infuse more adults into schools as mentors, helpers, role models, etc.

A.12. Increase the ability of parents to advocate for the educational needs of their at-risk/acting-out children.

A.13. Advocate for continued or expanded funding of services to at-risk youth [Level 7] through the Youth Investment System.

STRATEGIES TO REACH OUR GOALS [continued]

STRATEGIC GOAL B

To prevent and intervene early in delinquency:

➧ **Hold high expectations of young people, promote mutual respect and improve the skills of youth and adults to respond appropriately at home, in school and in their neighborhood.**

B.1. Increase the number of high-risk youth who have weekly contact with an adult role model.

B.2. Increase parent training and support for parents of at-risk, acting-out and delinquent youth in elementary, middle and high schools.

B.3. Support efforts to develop and apply the concepts of "community justice" through community courts and other initiatives.

B.4. Increase parental involvement in all stages of the juvenile justice process with particular attention to involving parents of youth of color and girls.

B.5. Create a comprehensive climate change in a school or neighborhood to increase adult involvement in the lives of youth, build the sense of community and reduce conflict and delinquency.

B.6. Increase youth awareness of and reporting of family and intimate partner violence experiences and provide support services.

B.7. Explore the cost/ benefits of establishing a Teen Court.

B.8. Increase opportunities for youth and adults to work together in community service projects.

STRATEGIES TO REACH OUR GOALS [continued]

STRATEGIC GOAL C

To hold youth accountable, be fair and reduce recidivism:

➧ **Improve the ability of the Juvenile Justice System to provide swift, sure, appropriate and equitable consequences when youth violate the law.**

C.1. Build capacity to intervene promptly with juveniles committing status offenses.

C.2. Develop and implement services and system changes to reduce the over-representation of youth of color in the juvenile justice system.

C.3. Develop and use standard, point-valued criteria at key decision points in the Juvenile Justice system to improve equity, consistency and cost-effectiveness.

C.4. Allow Juvenile Justice Counselors to impose consequences on youth for delinquent behavior without returning to the Court, within defined limits.

C.5. Reduce the time between a youth's referral to the Juvenile Justice system and the adjudication date and start of the probation supervision.

C.6. Reduce the wait time for youth to start sanction programs and increase the percent of youth completing sanctions.

C.7. Develop innovative gender and culturally appropriate strategies and programs to use as consequences for delinquent behavior.

C.8. Increase the ability of acting-out, at-risk and delinquent youth to access alcohol and drug, mental health and other services provided by community-based organizations, with particular emphasis on home-based models of intensive service.

STRATEGIES TO REACH OUR GOALS [continued]

STRATEGIC GOAL D

To protect public safety and control costs:

➧ **Equitably direct specialized resources towards youth at greatest risk of committing violent crime or serious, repetitive crimes.**

D.1. Track youth gangs and youth violence incidents.

D.2. Reduce / eliminate youth violence in neighborhood "hot spots".

D.3. Disrupt the flow of illegal guns to juveniles.

D.4. Allocate supervision and service resources to juveniles based upon risk of recidivism.

D.5. Identify and help children under 12 who appear at risk of committing violent crime or serious, repetitive crimes.

D.6. Target probation services provided directly by Juvenile Justice staff to youth at risk of committing violent crime or serious, repetitive crimes.

D.7. Improve the accessibility of intensive, developmentally and culturally appropriate outpatient and residential programs for medium and high risk youth at risk of placement in the OYA Youth Correctional Facilities.

D.8. Support youth returning to the community after residential placements or time in the Oregon's Youth Correctional Facilities by preventing abrupt interruptions in services and supervision.

D.9. Shorten the length of stay in detention for youth being held under the authority of the federal Immigration and Naturalization Services [INS].

STRATEGIES TO REACH OUR GOALS [continued]

STRATEGIC GOAL E

To do our work together, more effectively

➧ **Share information with community members, partners and staff on what works to prevent juvenile crime and routinely evaluate effectiveness.**

E.1. Share information with community members, partners and staff on "what works" to prevent juvenile crime with particular attention to cultural and gender-specific differences.

E.2. Improve information systems capacity to communicate, exchange and analyze data within and across agencies serving dependent or delinquent youth.

E.3. Build capacity to routinely evaluate the effectiveness of current programs and systems.

E.4. Involve a diverse set of youth in Juvenile Justice planning, policy making and evaluation.

E.5. Develop a collaborative media strategy which links the community building, Take the Time and the school change initiatives and helps to reduce adult fear of youth.

PROGRESS: STRATEGIES ALREADY BEING IMPLEMENTED

Progress is underway on this strategic plan: the following strategies are already being implemented. During the period when this plan was being drafted and reviewed, Ballot Measures 47 and 50 catalyzed the County to fundamentally re-examine its priorities and systems. Juvenile Justice Services used this as an opportunity to realign its departmental efforts with the emerging strategic priorities and to initiate new collaborative efforts with school districts to support prevention and early intervention

To prevent delinquency:

A.1. Increase school attendance by reducing truancy.

- Increase collaborative school attendance programs to include schools throughout Multnomah County with high truancy rates.
- Make school attendance and completion a high priority in probation/parole plans and start measuring results.
- Implement Gresham Truancy Ordinance.

A.6. Expand alternative school placements for at-risk/acting-out youth at the high school, middle school and elementary school levels.

- Provide tutoring, conflict management and other services for alternative classrooms serving youth involved in the juvenile justice system.
- Establish the Turnaround School.
- Increase special classrooms or alternative schools for youth not succeeding in mainstream classes or schools.

A.7. Expand the ability of existing, successful programs to provide program for at-risk youth after school between 3:00 – 6:00 p.m., on weekends and in the summer.

- Pilot before and after school programs serving youth most at risk of juvenile delinquency.
- Draw upon established community groups, including churches and other religious centers, to operate drop-in centers to build community and connect young people with culturally competent, caring adults.
- Help restore/enhance community schools programs.

To prevent and intervene early in delinquency:

B.2. Increase parent training and support for parents of at-risk, acting-out and delinquent youth in elementary, middle and high schools.

- Increase family support services provided by school resource centers.

B.3. Support efforts to develop and apply the concepts of "community justice" through community courts and other initiatives.

- Initiate a "Community Court" at the King Facility.

B.4. Increase parental involvement in all stages of the juvenile justice process with particular attention to involving parents of youth of color and girls.

- Start weekly Probation Orientation sessions involving youth and parents.

To hold youth accountable, be fair and reduce recidivism:

C.1. Build capacity to intervene promptly with juveniles committing status offenses.

- Support system improvements in service for homeless or runaway youth in accordance with recommendations the Citizens Crime Commission study group.
- Involve community in youth curfew sweeps.
- Establish a youth receiving center in downtown Portland.

C.2. Develop and implement services and system changes to reduce the over-representation of youth of color in the Juvenile Justice system.

- Perform a system-wide analysis to determine the level of potential bias at each decision point in the juvenile justice system.

C.3. Develop and use standard, point-valued criteria at key decision points in the Juvenile Justice system to improve equity, consistency and cost-effectiveness.

- Design and implement Case Classification system in order to use quantified information regarding each youth's risk of recidivism, service needs and strengths in developing probation supervision case plans.

C.4 Allow Juvenile Justice counselors to impose consequences on youth for delinquent behavior without returning to the Court, within defined limits.

- Increase supervision due to reduced probation caseloads.

C.6. Reduce the wait time for youth to start sanction programs and increase the percent of youth completing sanctions.

- Implement strategies to increase the percent of youth making full payment Court-ordered restitution.
- Expand day reporting program capacity.
- Expand community service program capacity.

C.7. Develop innovative gender and culturally appropriate strategies and programs to use as consequences for delinquent behavior.

- Develop a Juvenile Weekend Forest Camp Program.

C.8. Increase the ability of acting-out, at-risk and delinquent youth to access alcohol and drug, mental health and other services provided by community-based organizations, with particular emphasis on home-based models of intensive services.

- Reevaluate systemic gaps in drug and alcohol services available to juveniles and develop strategies to increase services.

To protect public safety and control costs:

D.2. Reduce / eliminate youth violence in neighborhood "hot spots".

- Establish an Interagency Working Group to develop and implement strategies impacting identified gangs as other targeted offenders. Boston Model-Federally funded gang violence initiative.

D.4. Allocate supervision and services resources to juveniles based upon risk of recidivism.

- Improve advocacy and referral efforts on behalf of youth during adjudication by ensuring that the public defenders assigned have specialized staff support to assist in evaluating youth needs and recommending alternatives to detention.

D.5. Identify and help children under 12 who appear at risk of committing violent crime or serious, repetitive crimes.

- Assess the system of services available for this under 12 population and recommend any systemic or programmatic improvements needed.

D.6. Target probation services provided by Juvenile Justice staff to youth at risk of committing violent crime or serious, repetitive crimes.

- Establish a specialized Youth and Family Skill Development unit in Juvenile Justice.
- Using a collaborative approach, review and modify the design of systems and programs for gang involved youth.
- Maintain a leadership role in coordinating and evaluating the continuum of community-based and secure residential treatment services for sex offenders.

D.7. Improve the accessibility of intensive, developmentally and culturally appropriate outpatient and residential programs for medium and high risk youth at risk of placement in the OYA Youth Correctional Facilities.

- Specifically address the needs of girls for safe placement services prior to serious criminal activity or pregnancy.

D.8. Support youth returning to the community after residential placements or time in the OYA Youth Correctional Facilities by preventing abrupt interruptions in services and supervision.

- Continue the newly established Alternative Placement Committee to provide Multi-disciplinary Team [MDT] review of all residential placements in Multnomah County.

To do our work together, more effectively:

E.1. Share information with community members, partners and staff on "what works" to prevent juvenile crime with particular attention to cultural and gender-specific differences.

- Implement a two stage public information strategy to: first, educate the public about the juvenile justice system and juvenile crime; and later, to promote the values of reducing crime and operating cost-effective and alternative programs/practices.
- Train all Juvenile Justice staff and contracted providers in the research findings of "what works" by Don Andrews and other experts.

E.2. Improve information systems capacity to communicate, exchange and analyze data within and across agencies serving dependent or delinquent youth.

- Participate in the design and implementation of a decision support system to allow the exchange of data across juvenile justice system agencies.
- Act as a pilot site for the new statewide Juvenile Justice Information System [JJIS].

E.3. Build capacity to routinely evaluate the effectiveness of current programs and systems.

- Use collaborative approaches in designing and conducting evaluations of departmental and contracted programs.
- Increase the use of focus groups, questionnaires and other tools to gather information about the experiences of youth, families and partners in the juvenile justice system.
- Design and implement departmental systems for routine management review of key results and other programmatic performance data.

E.4. Involve a diverse set of youth in Juvenile Justice planning, policy making and evaluation.

- Conduct focus groups for youth who have various levels of experience with the juvenile justice system.

LOOKING AHEAD: STRATEGIES SUPPORTED BY NEW FUNDING

Multnomah County has joined in partnership with the Governor, the State and other Oregon communities to develop and implement strategies to curb juvenile crime under locally developed Juvenile Crime Prevention [JCP] plans submitted in the fall of 1998. Multnomah County's JCP Plan will allow our community an opportunity to move forward on the following key strategies and activities to prevent and reduce juvenile crime:

- Join with the community in collaborative initiatives to prevent and reduce juvenile delinquency within two school or neighborhood communities.
- Support the "Homeless Youth Services Plan" by developing a central intake site to receive and screen youth picked up by police for status or quality of life offenses and to provide short-term crisis shelter beds.
- Implement an intensive, home-based treatment program to work with youth aged 10-14 at risk of violence.
- Plan and implement substance abuse and mental health treatment services for juveniles.
- Design and implement a family and intimate partner violence program for juvenile offenders.
- Join with contracted providers and staff to identify and meet training, systems and organizational development needs to improve the cultural and gender appropriateness of services.
- Conduct comprehensive assessments of high-risk youth, including substance abuse screening.
- Work in collaboration with SCF and OYA to increase the availability of quality and culturally and gender competent foster/residential placement alternatives for delinquent youth.
- Reduce probation supervision caseloads to enable Juvenile Court Counselors work more extensively and collaboratively with families, schools, social services providers and neighborhoods to prevent and reduce juvenile crime.
- Increase shelter bed capacity by a total of six beds: one additional bed for pre-adjudication youth and five beds for post adjudication youth.
- Implement programming in the secure detention units in the after-school and evening hours, year-round to reduce recidivism.
- Increase ability to assess the risk of suicide and violence against others for youth held in Detention.

GAINING WIDESPREAD COMMUNITY OWNERSHIP OF THIS PLAN

Part of the process of developing this draft strategic plan has been to elicit input from a variety of groups with a stake in delinquency prevention and juvenile justice. The membership of the Juvenile Justice and Delinquency Prevention Strategic Planning Committee included leadership from those agencies most directly involved in juvenile justice today. A strong value of this group is to gain widespread community ownership of the strategic plan.

To date, the draft strategic plan has been presented to and discussed with many groups, including several hundred people in a variety of settings: City of Portland, Police Chief's African American Advisory Council; City of Portland, Police Chief's Asian Advisory Council; City of Portland, Police Chief's Hispanic Advisory Council; Group 3, Leader's Roundtable; Hope and Hard Work; Multnomah Commission on Children and Families [MCCF]; MCCF Youth Advisory Board; Local Public Safety Coordinating Council [LPSCC]; NERPAC [Northeast Recovery Plan Action Committee]; Multnomah Educational Services District Superintendents; Portland Public Schools Cluster Directors and Principals; and the Multnomah County Board of County Commissioners.

Written comments to earlier drafts have been received from: Camp Fire Boys and Girls, Portland Area, Matthew Nelson and David Jackson ; City of Portland, Bureau of Housing & Community Devel. [BHCD], Karen Belsey; Coalition of Advocates for Equal Access for Girls Action Subcommittee, Pam Patton; Community Project for At Risk Youth, Jeffery Bornfield; DHR Community Partnership Team, Volunteer Program, Jonica Lynn [also parent of children in PPS]; District Attorney, Michael Schrunk; Domestic Violence Coordinator, Chiquita Rollins; Gresham Police Department [GPD], Bridget Saludares; MCCF liaison, Muriel Goldman; MCCF Research Director, Chris Tebben; Multnomah Educational Services District, Sue Richie; Oregon State Police, Criminal Investigations, Lt. Mike White; Police Activities League, Maura White; Portland Police Dept. East Precinct, Lt. Darrel Schenck & others; Portland Public Schools, Carol Matarazzo; Truancy Diversion Project, Meg Bushman; Tualatin Valley Centers, Mary Monnat; Victory Outreach, Sean Cruz; and the Youth Services Consortium, Janet Miller, Patti MacRae, Ben Root.

A broad Public Engagement Plan included:

- Two large community meetings in Portland and Gresham in May;
- A media plan continuing through mid-summer; and
- On-going meetings with various constituencies and stakeholders.

MONITORING THIS PLAN'S IMPLEMENTATION AND SUCCESS

Implementation of this Strategic Plan for Juvenile Justice and Delinquency requires a community level effort. Multnomah County's Department of Community Justice will monitor this plan's implementation and success in an annual report submitted to the LPSCC and MCCF in October of each year. The report will address:

Where have we come? – progress in implementing action plans
Are we being successful? – measurable progress towards benchmark and strategic goals
Do we have reason to believe our strategic direction should be reviewed? – significantly different information about promising practices; changing policies/ conditions
What is next? – upcoming implementation and planning priorities

UPDATING THIS PLAN: WHO, HOW AND WHEN

This strategic plan is intended to align our community's efforts towards Juvenile Justice and Delinquency Prevention for the next 3 to 5 years. As indicated above, we will reassess how well this plan is meeting those needs at least yearly. If there are big changes in policies/conditions or if new research tells us significantly different information about promising practices, it may be appropriate to update this plan in less than three years.

Since juvenile justice is its core mission, the County's Department of Community Justice will continue to lead participatory strategic planning efforts, when needed, and to prepare plan documents for approval by policy-making bodies.