



OREGON YOUTH AUTHORITY PERFORMANCE MANAGEMENT SYSTEM FUNDAMENTALS MAP

January 14, 2013

FOUNDATIONS

KEY GOALS

CORE PROCESSES

PROCESS OWNERS

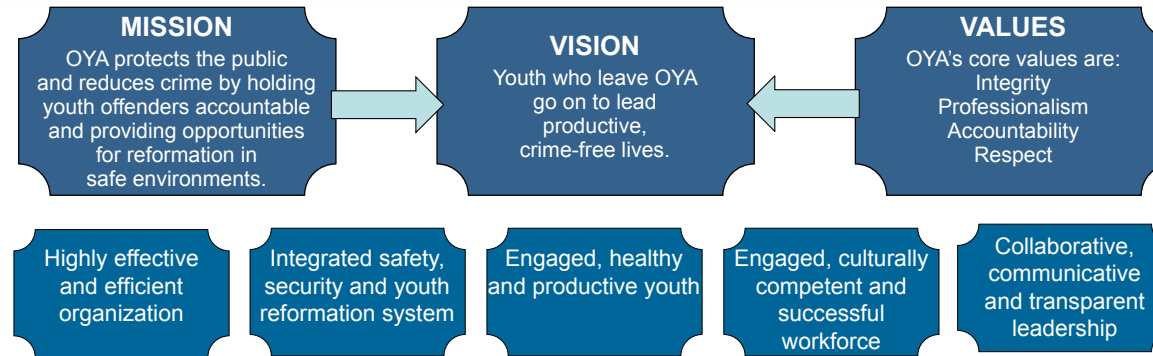
SUB PROCESSES

PROCESS MEASURES

(PROCESS MEASURES REPORTED AT EVERY QTR)

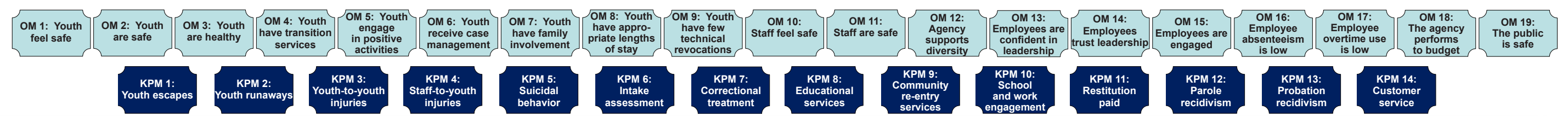
OUTCOME MEASURES

KEY PERFORMANCE MEASURES



OPERATING PROCESSES | SUPPORTING PROCESSES

Operating Processes	Supporting Processes
<p>OP 1: Managing youth and staff safety</p> <p>PC, KD, JPJ</p> <ol style="list-style-type: none"> Ensuring daily operations are effectively managed Ensuring physical plants are safe and secure Selecting and maintaining appropriate equipment and technical systems Preventing self-harm and assault of others Ensuring safe transportation of youth Deploying appropriate staffing Managing systems resources to maximize youth, staff and public safety Preventing and managing escapees and runaways Maintaining sanitation Meeting PREA standards for monitoring, responding and following up on sexual abuse allegations <p>OP 1.1: Runaways OP 1.2: Escapes OP 1.3: Suicide precautions OP 1.4: Youth-on-staff assaults OP 1.5: Youth-on-youth assaults OP 1.6: PREA compliance OP 1.7: PREA incidents OP 1.8: Facility staff safety OP 1.9: Youth-on-youth fights</p>	<p>SP 1: Communicating with internal and external stakeholders</p> <p>AS, KD</p> <ol style="list-style-type: none"> Developing and implementing communication strategies Developing communication materials Managing internal communications Managing external communications Involving citizens as advisors and volunteers Monitoring outcomes <p>SP 1.1: Executive issue awareness SP 1.2: Staff issue awareness SP 1.3: Message generation SP 1.4: Public reputation SP 1.5: Public engagement</p>
<p>OP 2: Managing the youth commitment process</p> <p>PC, KD</p> <ol style="list-style-type: none"> Receiving delinquency information Staffing cases with partner agencies Making referrals to treatment programs Recommending court actions Ensuring proper records management Validating court orders and commitment dates Participating in hearings and dispositional hearings Ensuring youth comply with legal requirements and court mandates Reporting progress to courts Ensuring victims' rights are met Submitting termination documents Terminating cases Exiting youth offenders <p>OP 2.1: Access to community services – capacity OP 2.2: Access to community services – timeliness</p>	<p>SP 2: Conducting strategic and operations planning</p> <p>JO, PC, KD, JD</p> <ol style="list-style-type: none"> Identifying trends and changing needs Complying with new legal mandates Defining current state of agency operations and program delivery Defining the desired future state of agency operations and program delivery Identifying the gaps between the current and desired future states Identifying the financial and other resources needed to close the gap Developing implementation plans Developing timelines and measures Conducting target reviews and making adjustments as required Maintaining emergency response plan Keeping agency rules and policies compliant with laws and standards. <p>SP 2.1: Breakthrough initiatives – outcomes achieved SP 2.2: Breakthrough initiatives – recommendations implemented SP 2.3: Current agency policies</p>
<p>OP 3: Managing youth intake and assessment</p> <p>PC, KD</p> <ol style="list-style-type: none"> Confirming documentation received Confirming first-day checklists Assessing criminogenic risks and needs Assessing physical, mental and behavioral health Assessing special needs Reviewing youth behavior during the assessment period Identifying appropriate treatment and placement resources Managing the youth offender population via a validated youth classification system Making recommendations to the Administrative Review Board <p>OP 3.1: Intake RNA completion OP 3.2: Initial MDT completion OP 3.3: Case plan relevance to RNA OP 3.4: Access to recommended facility treatment services – capacity OP 3.5: Access to recommended facility treatment services – timeliness OP 3.6: Intake length of stay OP 3.7: Access to recommended educational services – timeliness OP 3.8: Case plan audits OP 3.9: Placement decisions based on assessments</p>	<p>SP 3: Evaluating and improving performance</p> <p>JO, PC, KD, JD</p> <ol style="list-style-type: none"> Defining baseline (current state of strengths and weaknesses) Identifying industry benchmarks using research-based best practices Setting outcome and process targets Identifying the gaps between the current state and the desired targets Prioritizing initiatives Implementing process improvements Monitoring outcomes and adjusting actions as needed Conducting program evaluations Conducting regular internal audits to reduce agency risk Responding to reports of youth and staff misconduct <p>SP 3.1: Idea implementation SP 3.2: Staff involvement SP 3.3: Process measures in green zone SP 3.4: Outcome measures in green zone SP 3.5: Outcome evaluation effectiveness SP 3.6: Program effectiveness SP 3.7: PSO investigatory effectiveness</p>
<p>OP 4: Managing youth health care</p> <p>MA, WV</p> <ol style="list-style-type: none"> Performing physical and dental evaluations Creating medical care plans Assessing and treating mental health conditions Screening for infectious diseases Educating youth and staff on health care issues Responding to youth health care requests (medigrams) Administering medications Administering immunizations Developing and maintaining health care policies and procedures Managing contracts for medical services and products, and with contracted primary and specialty health care providers <p>OP 4.1: Suicidal risk assessment OP 4.2: Mental health service delivery OP 4.3: Response to psychology referrals – timeliness OP 4.4: Medical examination and care plan development OP 4.5: Dental care OP 4.6: Medication administration OP 4.7: Medication administration documentation OP 4.8: Medication availability OP 4.9: Immunization administration OP 4.10: Response to sick call requests – timeliness</p>	<p>SP 4: Managing organizational finances</p> <p>JD</p> <ol style="list-style-type: none"> Establishing budgets Managing accounting Managing payroll Managing cash Managing accounts payable Managing accounts receivable Managing reporting Managing assets Ensuring compliance <p>SP 4.1: SPOTS card usage SP 4.2: Payroll accuracy SP 4.3: Invoice payments – timeliness</p>
<p>OP 5: Providing basic youth services</p> <p>PC, KD, JD</p> <ol style="list-style-type: none"> Providing food services Providing canteen services Providing mail services Providing clothing, linens and laundry svcs. Providing for good hygiene Providing for family communications and visits Providing recreation opportunities Transferring and transporting youth Overseeing community out-of-home placements Making culturally specific services available Facilitating access to faith services Ensuring a system for grievances and appeals Managing youth behavior Providing access to courts and counsel Identifying and securing resource entitlements Managing youth funds <p>OP 5.1: Satisfaction with basic services OP 5.2: Access to nutritious meals OP 5.3: Access to family – visits OP 5.4: Access to family – calls OP 5.5: Participation in structured recreation programs OP 5.6: Participation in cultural programs OP 5.7: Access to faith services OP 5.8: Access to complaint system OP 5.9: Food safety compliance</p>	<p>SP 5: Developing human resources</p> <p>JD</p> <ol style="list-style-type: none"> Identifying human resources needs Recruiting, hiring and retaining a diverse workforce Orienting new employees Providing training, coaching, mentoring and development opportunities Managing worker compensation and SAIF claims Reviewing and evaluating performance Managing succession planning Assessing classification and managing compensation Coordinating bargaining agreements Recognizing performance Coordinating the employee exit process <p>SP 5.1: Time loss due to injury SP 5.2: Applicant diversity SP 5.3: Training completion SP 5.4: Hiring and oversight SP 5.5: Performance appraisals</p>
<p>OP 6: Managing youth reformation services</p> <p>KD, PC, WV</p> <ol style="list-style-type: none"> Holding youth accountable Using assessment information to develop case plans Initiating case plan reformation recommendations Delivering case plan services Providing treatment Managing restitution to victims Assessing and re-assessing youth progress on an ongoing basis Adjusting case plans based on assessments Meeting case plan objectives Engaging families in reformation Providing educational and vocational services Managing re-entry and/or transitions Closing cases <p>OP 6.1: Case plan agreement OP 6.2: Math score progress OP 6.3: Reading score progress OP 6.4: Initial case plan goals closed at release OP 6.5: Returns to DOC OP 6.6: Correctional treatment assessment OP 6.7: Correctional treatment progress OP 6.8: School and work engagement-community OP 6.9: Restitution paid OP 6.10: Participation in treatment OP 6.11: Length of stay OP 6.12: Treatment fidelity OP 6.13: Residential program effectiveness</p>	<p>SP 6: Securing and managing goods, services and facilities</p> <p>JD</p> <ol style="list-style-type: none"> Determining needs Understanding and applying ORSs and OARs specific to contracting and procuring Determining appropriate procurement method (e.g., purchase order, request for proposal, three bids) Contracting and procuring goods and services Efficiently operating and maintaining physical plants Monitoring delivery of services and products Approving invoices for payment Reporting and closing budget cycles Conducting evaluation services <p>SP 6.1: Purchasing satisfaction SP 6.2: Contract processing – timeliness SP 6.3: Purchase order processing – timeliness SP 6.4: Physical plant work order responses – timeliness</p>
<p>OP 7: Leveraging data, research and technology</p> <p>KK</p> <ol style="list-style-type: none"> Governing IT Delivering enterprise business applications (non-JJIS) Delivering and maintaining JJIS Optimizing value of technology Providing business intelligence and research <p>SP 7.1: Enterprise application uptime SP 7.2: Customer satisfaction SP 7.3: Project management SP 7.4: Information security SP 7.5: Service desk efficiencies SP 7.6: Completed JJIS reports SP 7.7: Successful JJIS report uploads</p>	



Oregon Youth Authority																			
2013-15 Biennium																			
Capital Construction																			
Agency Number: 41500																			
Capital Construction Priorities for 2013-15 Biennium																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB	
Dept	Prgm/ Div																		
41500	1	OYA	CC	Renovate and Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities. OYA's facilities are at a critical juncture in time requiring funding for years of backlogged maintenance and repair in its structures that are vital to the operation of the Agency.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.		0		N	Y	C	\$ -			N	N	C	Renovate and Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities. OYA's facilities are at a critical juncture in time requiring funding for years of backlogged maintenance and repair in its structures that are vital to the operation of the Agency.	
												\$ -							
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												\$ -		0	0.00				

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- F Federal
- D Debt Service

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Capital Construction safeguard the State's investment in OYA managed capital assets. Investments in capital construction addresses safety and security concerns for the public, youth and staff.

Oregon Youth Authority																			Agency Number: 41500	
2013-15 Biennium																				
Facilities																				
Facilities Program Priorities for 2013-15 Biennium																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB		
Dept	Prgm/Div																			
41500	1	OYA	FS	Core level services of 650 Close Custody Beds including Health Services, Physical Plant Operations, Educational Services for Older Youth, and Treatment Services.	41500-#1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	138,611,776			9,107,224		24,365	\$ 147,743,365	791	755.33	N	N	C	The Oregon Youth Authority's facility system was developed to provide both secure and transitional environments that ensure public safety while holding youth accountable and providing opportunities for reformation. The facilities serve youth offenders who represent an unacceptable risk to their communities without the structure and services provided. OYA will continue to provide services for public safety reserve (PSR), Department of Corrections (DOC) youth and one-half of the forecasted demand for remaining commitments from Juvenile Courts. A minimal number of close custody placements in Oregon are needed to preserve public safety.	
41500	2	OYA	FS	Eliminate 50 Close Custody Beds or consolidate YCF including Health Services, Physical Plant Operations, Educational Services for Older Youth, and Treatment Services.	41500-#1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	8,200,000			TBD			\$ 8,200,000	TBD	TBD	N	Y	C	Reducing projected close custody capacity will avoid further disruption to a system that was significantly compromised as a result of recent budget reductions. The reduction will result in supervising and managing high-risk youth in the community, jeopardizing public safety and youth reformation. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.	
41500	3	OYA	FS	Eliminate 50 Close Custody Beds including Health Services, Physical Plant Operations, Educational Services for Older Youth, and Treatment Services.	41500-#1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	8,200,000			TBD			\$ 8,200,000	TBD	TBD	N	Y	C	Reducing projected close custody capacity will avoid further disruption to a system that was significantly compromised as a result of recent budget reductions. The reduction will result in supervising and managing high-risk youth in the community, jeopardizing public safety and youth reformation. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.	
							155,011,776			9,107,224		24,365	\$ 164,143,365	791	755.33					

7. Primary Purpose Program/Activity Exists

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- D Debt Service

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

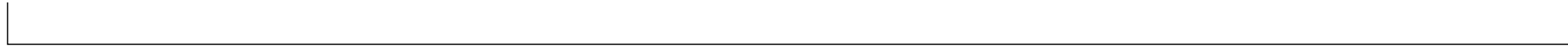
Document criteria used to prioritize activities:

The Agency's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments. To achieve this, OYA emphasizes safety of the public, youth, and staff; provide certain, consistent sanctions for youth offenders through a continuum of services; support the concerns of crime victims and provide comprehensive youth reformation programs.

Facility programs are prioritized preserving services to the highest risk youth offenders. Currently there are approximately 370 Department of Corrections youth in OYA close custody care. There is an additional 380 youth that have been committed to Youth Correctional Facilities.

To protect the public and reduce crime, OYA would need to provide services for the DOC youth and the high risk youth committed through Juvenile Courts.

The remaining services in priority 1 represent a level of service that is core to the juvenile justice system including state and county partners. At a level of services reduced below priority one discussion of OYA's role in the juvenile justice continuum of services involving state, county and community partners is needed. Issues include OYA's role in serving youth committed in adult court, OYA's role in continuing to provide placement services to youth committed on probation status, OYA's role providing services to youth committed on misdemeanors, etc.



Oregon Youth Authority																			
2013-15 Biennium																			
																		Agency Number:	41500
Community Programs																			
Community Programs Priorities for 2013-15 Biennium																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB	
Dept	Prgm/ Div																		
41500	1	OYA	CP	Core level services of 570 Residential / Foster Care Beds, Parole and Probation and Individualized services, JCP Basic, County Diversion, and Multnomah Gang services.	41500 #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	80,151,493		4,062,352			35,575,869	\$ 119,789,714	140	138.25	N	N	C	The Oregon Youth Authority purchases residential services that mitigate risk to the community by providing supervised living environments that address youth offender behavioral issues and support youth offenders until they return home or live independently. State parole and probation staff provides case management for youth offenders throughout their commitment to the Oregon Youth Authority. Individualized services at both the state and county level provide services necessary to meet youth needs. JCP Basic provides funding to counties to provide basic juvenile justice services and prevent youth from penetrating the juvenile justice system. Diversion funds assist counties in diverting youth from close custody. Multnomah Gang funding is provided to assist that county address youth gang issues.
41500	2	OYA	CP	Eliminate up to 44 community placement beds, 5% reduction in funding for JCP Basic, Diversion, and Individualized Services. Reduction of OYA parole and probation services proportionate to remaining agency programs.	41500 #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	4,750,000		TBD			TBD	\$ 4,750,000	TBD	TBD	N	Y	C	This reduction of statewide community placement capacity will limit the state's ability to provide reformation services in a setting that best meets the youth's public safety risk. Services across the state's juvenile justice continuum will be negatively impacted by reduction in JCP Basic, Diversion, Parole, Probation, and Individualized Services funding. Communities will have to manage the same number of youth offenders with very limited resources. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.
41500	3	OYA	CP	Eliminate up to 44 community placement beds, 5% reduction in funding for JCP Basic, Diversion, and Individualized Services. Reduction of OYA parole and probation services proportionate to remaining agency programs.	41500 #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	4,750,000		TBD			TBD	\$ 4,750,000	TBD	TBD	N	Y	C	This reduction of statewide community placement capacity will limit the state's ability to provide reformation services in a setting that best meets the youth's public safety risk. Services across the state's juvenile justice continuum will be negatively impacted by reduction in JCP Basic, Diversion, Parole, Probation, and Individualized Services funding. Communities will have to manage the same number of youth offenders with very limited resources. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.
							89,651,493	-	4,062,352	-		35,575,869	\$ 129,289,714	140	138.25				

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
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19. Legal Requirement Code

- C Constitutional
- F Federal
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- 12 Social Support

Within each Program/Division area, prioritize each Budget Program Unit (Activities)
by detail budget level in ORBITS

Document criteria used to prioritize activities:

The Agency's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments. To achieve this, OYA emphasizes safety of the public, youth, and staff; provide certain, consistent sanctions for youth offenders through a continuum of services; support the concerns of crime victims and provide comprehensive youth reformation programs.

Community Programs were prioritized preserving services to the highest risk youth offenders. Close custody and community programs represent the continuum of services required to protect the public by holding youth accountable and providing opportunities for reformation. Priority 1 preserves 614 community placements to serve youth on probation and parole who have been assessed as high risk to reoffend. To protect the public and reduce crime, OYA would need to provide services at a minimum for these high risk youth.

The remaining services in priority 1 represent a level of service that is core to the juvenile justice system including state and county partners. At a level of services reduced below priority one discussion of OYA's role in the juvenile justice continuum of services involving state, county and community partners is needed. Issues include OYA's role in serving youth committed in adult court, OYA's role in continuing to provide placement services to youth committed on probation status, OYA's role providing services to youth committed on misdemeanors, etc.

Oregon Youth Authority																				
2013-15 Biennium																				
Program Support																		Agency Number:	41500	
Program Support Priorities for 2013-15 Biennium																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB		
Dept	Prgm/Div																			
41500	1	OYA	PS	Core level services includes Director's Office, Office of Minority Services, Professional Standards office, Program administration, Information Systems, and Business Services functions.	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #13 Probation Recidivism, #14 Customer Service	5	29,034,526				851,214		1,318,756							OYA Director's Office, Information Systems, & Business Services provides leadership, strategic planning, program direction, rule and policy development, training, oversight and quality assurance, and centralized business services as per ORS Chapter 420A.
41500	2	OYA	PS	Reduction of core level services associated with 50 close custody beds and 44 community placements. Includes Director's Office, Office of Minority Services, Professional Standards office, Program administration, Information Systems, and Business Services functions.	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #13 Probation Recidivism, #14 Customer Service	5	928,617				TBD		TBD							OYA Director's Office, Information Systems, & Business Services provides leadership, strategic planning, program direction, rule and policy development, training, oversight and quality assurance, and centralized business services as per ORS Chapter 420A. Reductions will severely impact management systems that support youth safety and ensure the integrity and accountability of agency programs. Key initiatives for improvement of agency programs will need to be abandoned. OYA will be unable to comply with important statutory requirements and collaborate effectively with agency stakeholders.
41500	3	OYA	PS	Reduction of core level services associated with 50 close custody beds and 44 community placements. Includes Director's Office, Office of Minority Services, Professional Standards office, Program administration, Information Systems, and Business Services functions.	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #13 Probation Recidivism, #14 Customer Service	5	928,617				TBD		TBD							OYA Director's Office, Information Systems, & Business Services provides leadership, strategic planning, program direction, rule and policy development, training, oversight and quality assurance, and centralized business services as per ORS Chapter 420A. Reductions will jeopardize management systems that support youth safety and ensure the integrity and accountability of agency programs. Key initiatives for improvement of agency programs may need to be abandoned. A likely result is OYA being unable to comply in a timely manner with statutory requirements and collaborate effectively with agency stakeholders.
							30,891,760	-			851,214		1,318,756							
												\$	33,061,730	101	101.00					

7. Primary Purpose Program/Activity Exists

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19. Legal Requirement Code

- C Constitutional
- F Federal
- D Debt Service

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Central administrative costs are not included in the prioritization process per form instructions.

Oregon Youth Authority																			
2013-15 Biennium																			
Debt Service																			
Debt Service Priorities for 2013-15 Biennium																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB	
Dept	Prgm/ Div																		
41500	1	OYA	DS	The debt service enables the agency to repay principal and interest on the Certificates of Participation (COPs) and Article XI-Q bonds issued to fund deferred maintenance and improvements to youth correctional facilities	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	2,017,315				1		\$ 2,017,316			N	N	D	Payments are made according to a predetermined schedule. Accordingly, OYA is not proposing reductions in debt service.	
												\$ -							
												\$ -							
												\$ -							
						2,017,315	-	-	-	1	-	\$ 2,017,316	0	0.00					

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Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Certificates of Participation for Facility Construction thru May 2014. Investments in capital improvements and construction financed with COP's address safety and security concerns for the public, youth and staff.

Oregon Youth Authority																			
2013-15 Biennium															Agency Number: 41500				
Capital Improvements																			
Capital Improvements Priorities for 2013-15 Biennium																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB	
Dept	Prgm/Div																		
41500	1	OYA	CI	Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	664,357					\$ 664,357			N	N	C	Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities.	
41500	2	OYA	CI	Eliminate an additional 5% of the CSL Capital Improvement Budget.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	36,909					\$ 36,909			N	N	C	Increase deferred maintenance backlog and delay projects.	
41500	3	OYA	CI	Eliminate 5% of the CSL Capital Improvement Budget.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	36,908					\$ 36,908			N	N	C	Increase deferred maintenance backlog and delay projects.	
												\$ -							
							738,174	-	-	-	-	\$ 738,174	0	0.00					

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- F Federal
- D Debt Service

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Capital Improvements safeguard the State's investment in OYA managed capital assets. Investments in capital improvements addresses safety and security concerns for the public, youth and staff.

Oregon Youth Authority																			Agency Number:		41500	
2013-15 Biennium																						
Department-Wide Priorities for 2013-15 Biennium																						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16.00	17	18	19	20			
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB				
Dept	Prgm/ Div																					
41500	1	OYA	FS	Core level services of 650 Close Custody Beds including Health Services, Physical Plant Operations, Educational Services for Older Youth, and Treatment Services.	41500-#1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	\$ 138,611,776	\$ -	\$ 9,107,224	\$ -	\$ 24,365	\$ -	\$ 147,743,365	791	755.33	N	N	C	The Oregon Youth Authority's facility system was developed to provide both secure and transitional environments that ensure public safety while holding youth accountable and providing opportunities for reformation. The facilities serve youth offenders who represent an unacceptable risk to their communities without the structure and services provided. OYA will continue to provide services for public safety reserve (PSR), Department of Corrections (DOC) youth and one-half of the forecasted demand for remaining commitments from Juvenile Courts. A minimal number of close custody placements in Oregon are needed to preserve public safety.				
41500	1	OYA	CP	Core level services of 570 Residential / Foster Care Beds, Parole and Probation and Individualized services, JCP Basic, County Diversion, and Multnomah Gang services.	41500 #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	\$ 80,151,493	\$ -	\$ 4,062,352	\$ -	\$ 35,575,869	\$ -	\$ 119,789,714	140	138.25	N	N	C	The Oregon Youth Authority purchases residential services that mitigate risk to the community by providing supervised living environments that address youth offender behavioral issues and support youth offenders until they return home or live independently. State parole and probation staff provides case management for youth offenders throughout their commitment to the Oregon Youth Authority. Individualized services at both the state and county level provide services necessary to meet youth needs. JCP Basic provides funding to counties to provide basic juvenile justice services and prevent youth from penetrating the juvenile justice system. Diversion funds assist counties in diverting youth from close custody. Multnomah Gang funding is provided to assist that county address youth gang issues.				
41500	1	OYA	PS	Core level services includes Director's Office, Office of Minority Services, Professional Standards office, Program administration, Information Systems, and Business Services functions.	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #13 Probation Recidivism, #14 Customer Service	\$ 29,034,526	\$ -	\$ 851,214	\$ -	\$ 1,318,756	\$ -	\$ 31,204,496	101	101.00	N	N	C	OYA Director's Office, Information Systems, & Business Services provides leadership, strategic planning, program direction, rule and policy development, training, oversight and quality assurance, and centralized business services as per ORS Chapter 420A.				
41500	1	OYA	DS	The debt service enables the agency to repay principal and interest on the Certificates of Participation (COPs) and Article XI-Q bonds issued to fund deferred maintenance and improvements to youth correctional facilities	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	\$ 2,017,315	\$ -	\$ -	\$ -	\$ 1	\$ -	\$ 2,017,316	-	-	N	N	D	Payments are made according to a predetermined schedule. Accordingly, OYA is not proposing reductions in debt service.				
41500	1	OYA	CI	Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	\$ 664,357	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 664,357	-	-	N	N	C	Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities.				
41500	1	OYA	CC	Renovate and Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities. OYA's facilities are at a critical juncture in time requiring funding for years of backlogged maintenance and repair in its structures that are vital to the operation of the Agency.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	\$ -	\$ -	\$ -	N	Y	C	\$ -	-	-	N/A	N/A	N/A	Renovate and Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities. OYA's facilities are at a critical juncture in time requiring funding for years of backlogged maintenance and repair in its structures that are vital to the operation of the Agency.				
Subtotal Priority 1						\$ 250,479,467	\$ -	\$ 14,020,790	\$ -	\$ 36,918,991	\$ -	\$ 301,419,248	1,032	994.58								
41500	2	OYA	FS	Eliminate 50 Close Custody Beds or consolidate YCF including Health Services, Physical Plant Operations, Educational Services for Older Youth, and Treatment Services.	41500-#1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	8,200,000	0	TBD	0	0	0	\$ 8,200,000	TBD	TBD	N	Y	C	Reducing projected close custody capacity will avoid further disruption to a system that was significantly compromised as a result of recent budget reductions. The reduction will result in supervising and managing high-risk youth in the community, jeopardizing public safety and youth reformation. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.				

Department-Wide Priorities for 2013-15 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16.00	17	18	19	20
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB	
Dept	Prgm/Div																		
41500	2	OYA	CP	Eliminate up to 44 community placement beds, 5% reduction in funding for JCP Basic, Diversion, and Individualized Services. Reduction of OYA parole and probation services proportionate to remaining agency programs.	41500 #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	4,750,000	0	TBD	0	TBD	0	\$ 4,750,000	TBD	TBD	N	Y	C	This reduction of statewide community placement capacity will limit the state's ability to provide reformation services in a setting that best meets the youth's public safety risk. Services across the state's juvenile justice continuum will be negatively impacted by reduction in JCP Basic, Diversion, Parole, Probation, and Individualized Services funding. Communities will have to manage the same number of youth offenders with very limited resources. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.
41500	2	OYA	PS	Reduction of core level services associated with 50 close custody beds and 44 community placements. Includes Director's Office, Office of Minority Services, Professional Standards office, Program administration, Information Systems, and Business Services functions.	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #13 Probation Recidivism, #14 Customer Service	5	928,617	0	TBD	0	TBD	0	\$ 928,617	TBD	TBD	N	N	C	OYA Director's Office, Information Systems, & Business Services provides leadership, strategic planning, program direction, rule and policy development, training, oversight and quality assurance, and centralized business services as per ORS Chapter 420A. Reductions will severely impact management systems that support youth safety and ensure the integrity and accountability of agency programs. Key initiatives for improvement of agency programs will need to be abandoned. OYA will be unable to comply with important statutory requirements and collaborate effectively with agency stakeholders.
41500	2	OYA	CI	Eliminate an additional 5% of the CSL Capital Improvement Budget.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	36,909	0	0	0	0	0	\$ 36,909	0	0.00	N	N	C	Increase deferred maintenance backlog and delay projects.
Subtotal Priority 2							\$ 13,915,526	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,915,526	-	-				
41500	3	OYA	FS	Eliminate 50 Close Custody Beds including Health Services, Physical Plant Operations, Educational Services for Older Youth, and Treatment Services.	41500-#1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	8,200,000	0	TBD	0	0	0	\$ 8,200,000	TBD	TBD	N	Y	C	Reducing projected close custody capacity will avoid further disruption to a system that was significantly compromised as a result of recent budget reductions. The reduction will result in supervising and managing high-risk youth in the community, jeopardizing public safety and youth reformation. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.
41500	3	OYA	CP	Eliminate up to 44 community placement beds, 5% reduction in funding for JCP Basic, Diversion, and Individualized Services. Reduction of OYA parole and probation services proportionate to remaining agency programs.	41500 #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	4,750,000	0	TBD	0	TBD	0	\$ 4,750,000	TBD	TBD	N	Y	C	This reduction of statewide community placement capacity will limit the state's ability to provide reformation services in a setting that best meets the youth's public safety risk. Services across the state's juvenile justice continuum will be negatively impacted by reduction in JCP Basic, Diversion, Parole, Probation, and Individualized Services funding. Communities will have to manage the same number of youth offenders with very limited resources. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.
41500	3	OYA	PS	Reduction of core level services associated with 50 close custody beds and 44 community placements. Includes Director's Office, Office of Minority Services, Professional Standards office, Program administration, Information Systems, and Business Services functions.	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #13 Probation Recidivism, #14 Customer Service	5	928,617	0	TBD	0	TBD	0	\$ 928,617	TBD	TBD	N	N	C	OYA Director's Office, Information Systems, & Business Services provides leadership, strategic planning, program direction, rule and policy development, training, oversight and quality assurance, and centralized business services as per ORS Chapter 420A. Reductions will jeopardize management systems that support youth safety and ensure the integrity and accountability of agency programs. Key initiatives for improvement of agency programs may need to be abandoned. A likely result is OYA being unable to comply in a timely manner with statutory requirements and collaborate effectively with agency stakeholders.
41500	3	OYA	CI	Eliminate 5% of the CSL Capital Improvement Budget.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	36,908	0	0	0	0	0	\$ 36,908	0	0.00	N	N	C	Increase deferred maintenance backlog and delay projects.
Subtotal Priority 3							\$ 13,915,525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,200,000						
2013-15 CSL							\$ 278,310,518	\$ -	\$ 14,020,790	\$ -	\$ 36,918,991	\$ -	\$ 329,250,299	1,032.00	994.58				

- 7. Primary Purpose Program/Activity Exists**
- \$ 1 Civil Justice
 - \$ 2 Community Development
 - \$ 3 Consumer Protection
 - \$ 4 Administrative Function
 - \$ 5 Criminal Justice

- 19. Legal Requirement Code**
- C Constitutional
 - F Federal
 - D Debt Service

Oregon Youth Authority																			
2013-15 Biennium																			
																	Agency Number:		41500
Department-Wide Priorities for 2013-15 Biennium																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16.00	17	18	19	20
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB	
Dept	Prgm/ Div																		

Prioritize each program activity for the Department as a whole

- \$ 6 Economic Development
- \$ 7 Education & Skill Development
- \$ 8 Emergency Services
- \$ 9 Environmental Protection
- \$ 10 Public Health
- \$ 11 Recreation, Heritage, or Cultural
- \$ 12 Social Support

Document criteria used to prioritize activities:

The Agency's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments. To achieve this, OYA emphasizes safety of the public, youth, and staff; provide certain, consistent sanctions for youth offenders through a continuum of services; support the concerns of crime victims and provide comprehensive youth reformation programs.

Facility programs are prioritized preserving services to the highest risk youth offenders. Currently there are approximately 370 Department of Corrections youth in OYA close custody care. There is an additional 380 youth that have been committed to Youth Correctional Facilities.

Community Programs were prioritized preserving services to the highest risk youth offenders. Close custody and community programs represent the continuum of services required to protect the public by holding youth accountable and providing opportunities for reformation. Priority 1 preserves 570 community placements to serve youth on probation and parole who have been assessed as high risk to reoffend. To protect the public and reduce crime, OYA would need to provide services at a minimum for these high risk youth.

The remaining services in priority 1 represent a level of service that is core to the juvenile justice system including state and county partners. At a level of services reduced below priority one discussion of OYA's role in the juvenile justice continuum of services involving state, county and community partners is needed. Issues include OYA's role in serving youth committed in adult court, OYA's role in continuing to provide placement services to youth committed on probation status, OYA's role providing services to youth committed on misdemeanors, etc.

YOUTH AUTHORITY, OREGON

Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

Original Submission Date: 2012

Finalize Date: 9/28/2012

2011-2012 KPM #	2011-2012 Approved Key Performance Measures (KPMs)
1	ESCAPES - Number of escapes per fiscal year.
2	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.
3 a	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities
3 b	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field
4 a	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. a) Facilities
4 b	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. b) Field
5 a	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities
5 b	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field
6	INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.
7	CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission.
8	EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.
9	COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan.
10	SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement.
11	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.

2011-2012 KPM #	2011-2012 Approved Key Performance Measures (KPMs)
12 a	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months).
12 b	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months).
12 c	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months).
13 a	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months).
13 b	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months).
13 c	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months).
14	CUSTOMER SERVICE- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
	Title: Rationale:

YOUTH AUTHORITY, OREGON

I. EXECUTIVE SUMMARY

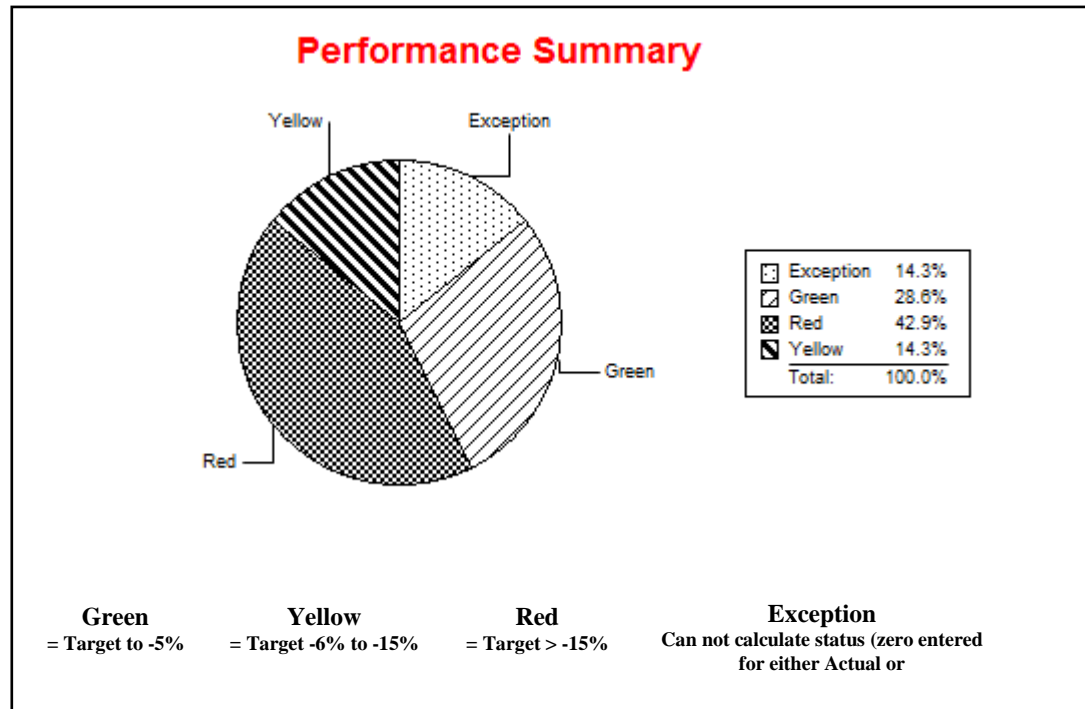
Agency Mission: OYA's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

Contact: Fariborz Pakseresht, Director

Contact Phone: 503-373-7212

Alternate: Joe O'Leary, Deputy Director

Alternate Phone: 503-373-7212



1. SCOPE OF REPORT

The Oregon Youth Authority (OYA) is building a more effective juvenile corrections continuum of services through a system of continuous program assessment and quality improvement. This includes improvements to the methods and tools the agency uses to measure performance and evaluate programs, activities, and outcomes. All agency activities are intended to achieve the OYA mission: To protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

The OYA Key Performance Measures (KPMs) address all OYA reformation program areas and the agency's ability to consistently provide evidence-based correctional treatment to youth based on assessments of criminogenic risk and needs. Additionally, the performance management system includes measures designed to ensure the safety of youth in OYA custody as well as youth and family satisfaction with the services provided. These performance measures enable OYA to more accurately report progress in achieving its mission. The KPMs also measure the most important area of OYA performance: OYA parole and probation recidivism (KPMs 12 and 13). OYA uses KPMs to monitor agency progress in key areas with the goal of reducing the rate of youth re-offense.

2. THE OREGON CONTEXT

Senate Bill 1 established OYA in 1995. As the agency responsible for state-level juvenile corrections services, OYA is charged with protecting the public by holding youth offenders accountable and providing opportunities for youth reformation. OYA helps improve public safety by promoting positive change in youth behavior through supervision, graduated sanctions, correctional treatment, and skills training (social, educational, and vocational) to reduce the likelihood that youth will commit more crime. As mandated by state law, OYA exercises legal and physical custody of youth offenders committed to OYA by juvenile courts; exercises physical custody of young offenders who have been committed to the custody of the Department of Corrections by adult courts; provides community-based services and supervision to youth offenders; and provides facility-based services and supervision to youth offenders and youth convicted of adult crimes. The goal of facility-based correctional treatment, education, and vocational training is to provide youth with the skills needed to successfully transition back into their communities. Complementing facility programs, community-based parole and probation services are provided to youth offenders committed to the state's custody for supervision and services in each of Oregon's 36 counties. While OYA has limited influence on the juvenile arrest and referral benchmarks, it does work with partner agencies to positively affect these goals. Collaborative planning and management ensure that state and local service delivery efforts efficiently and effectively benefit all Oregon citizens.

3. PERFORMANCE SUMMARY

When analyzing trends over time, OYA clearly is making significant progress toward achieving Key Performance Measure targets. In FY 2012 OYA reached or outperformed targets on 28.6 percent of its performance measures (coded as green); fell just short of meeting its targets on 14.3 percent of KPMs (yellow); and fell below its targets on 42.9 percent of its KPMs (red).

4. CHALLENGES

The key performance challenges OYA faced included:

Sustaining new approaches: OYA has continued to implement additional evidence-based curricula to effectively address the wide range of criminogenic risk factors (factors that are highly correlated with criminality) exhibited by youth. Sustaining new practices always presents several challenges including maintaining well-trained staff as well as providing technical assistance and support. OYA continues to focus much effort on sustaining and monitoring the fidelity of implemented

evidence-based practices.

Staff training: A significant amount of ongoing training must occur to ensure that field and facility staff remain well-versed in new systems and evidence-based correctional treatment approaches. The agency faces the challenge of balancing the time needed for training while fully staffing each of the facilities and field offices at the appropriate operational level.

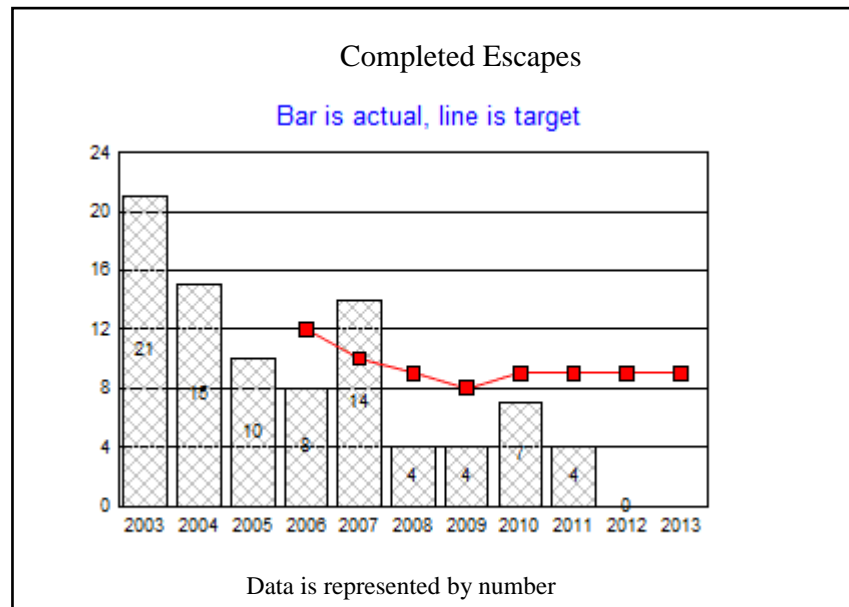
Transition to community: Research shows that at points of transition youth often are at high risk to re-offend. With this understanding, OYA continues to focus a great deal of effort to ensure that timely and complete documentation, involvement of appropriate personnel, and coordination of services are all in place before, during, and after transition. Securing sufficient resources to support these efforts often stands as a challenge to successfully ensuring a smooth transition process for all youth.

Documentation practices: OYA has developed software for staff to document work activities. This software is used to track and analyze data for the performance measures. Many of the documentation processes are new and evolving. Staff still are learning how to use the software and developers are making continual improvements to the software.

5. RESOURCES AND EFFICIENCY

The legislatively approved budget for the 2011-13 biennium is \$300,331,776 Total Fund and \$256,050,831 General Fund.

KPM #1	ESCAPES - Number of escapes per fiscal year.	2003
Goal	YOUTH CUSTODY AND SUPERVISION Maintain custody of youth admitted to facilities by preventing unauthorized exit.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 258d	
Owner	Karen Daniels, Assistant Director, Facilities Services 503-373-7238	



1. OUR STRATEGY

OYA efforts are directly related to preventing escapes from facility programs through a variety of means including:

- * Using the risk/needs assessment tool to determine appropriate placements for youth offenders.
- * Adhering to effective physical plant security procedures.
- * Revising operational policy and procedures based on lessons learned from prior escapes if applicable.
- * Emphasizing escape prevention during each facility's biennial safety/security review.

2. ABOUT THE TARGETS

OYA operated two levels of security and programming in its 750-bed close-custody facility system during FY 2012. The highest levels of security are maintained in seven youth correctional facilities where the expectation is zero escapes. In the three re-entry facilities, the cumulative target is set at nine. The differences in these targets reflects the reduced supervision level of youth in transition in re-entry facilities. These youth have opportunities for supervised community work, participation in academic and social activities in the community, and trial visits to community programs. These opportunities in the community increase the likelihood a youth will experience a successful transition but also pose a higher potential risk for escape.

3. HOW WE ARE DOING

FY 2012 data shows zero escapes, four fewer escapes than in 2011. The overall decline in the number and rate of completed escapes in the past seven years reflects the agency's continued emphasis on using the risk/need assessment tool to determine appropriate placement (i.e., higher risk youth are placed in more secure treatment units) and increased custody supervision. OYA has continued biennial safety/security peer reviews, which focus on security procedures and supervision of youth. The agency also continues to participate in the national Performance-based Standards (PbS) project, where security-related outcome data are regularly collected and evaluated, and action plans are put into place to address deficiencies.

4. HOW WE COMPARE

National data on youth escapes from facility custody are not available. However, OYA's participation in the PbS project allows for comparison of agency data to that of other participating agencies. OYA facilities consistently show low rates of escape. This demonstrates security performance that is better than the PbS average, based on 197 participating facilities in 27 states, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2012.

5. FACTORS AFFECTING RESULTS

Attempts to escape from highly secure youth correctional facilities are rare, reflecting exceptional physical plant security and attention to staff training on security procedures. OYA also acknowledges the importance of community activities in its transition programs and the inherent elevated potential escape risk that accompanies youth participation in community transition activities. Youth involved in these activities are nearing transition to community settings, and it is crucial that these youth are afforded opportunities to develop and practice skills under supervision in the community. These factors make complete elimination of escapes in transition programs unlikely.

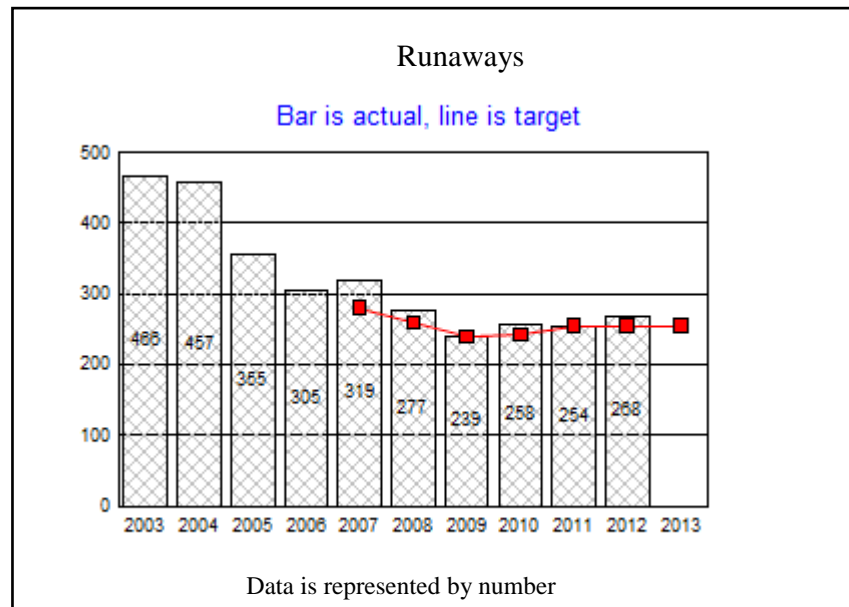
6. WHAT NEEDS TO BE DONE

- * Continue to review and debrief after escapes or attempted escapes, including discussion of findings and recommendations documented for potential programmatic modification.
- * Research, train staff on, and implement gender-specific interventions addressing coping skills and self-advocacy.
- * Continue to refine and review the risk-assessment system to ensure that youth considered for transition placement represent acceptable risk for escape.
- * Continue to focus attention on the definition and communication of living unit profiles, including inclusionary and exclusionary criteria for each unit.
- * Continue training on the Multi-Disciplinary Team approach, emphasizing the agency goal of appropriate placement decisions matching youth profiles to appropriate programming.
- * Continue to emphasize safety, security, and skill development in staff training.
- * Fully implement the agency quality improvement plan (Unit Improvement Plan) detailing action steps to decrease the number of escapes, injuries and other incidents.
- * Regularly monitor status of escapes by contacting family, friends, and other persons who may know the location of an escaped youth.

7. ABOUT THE DATA

This information is being reported for FY 2012. Facility staff record incidents of escape in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of escape incidents, the reports provide rates of escape to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA capacity ebbs and flows based on budget, it will be increasingly important to consider the rate of escapes in addition to the number of escapes as called for by the measure. During FY 2012, OYA served 1,206 youth in close-custody facilities, creating 272,806 days of opportunity for youth to escape. There were no escapes reported. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #2	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.	2003
Goal	YOUTH CUSTODY AND SUPERVISION Maintain custody of youth placed in community programs by preventing unauthorized exit.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 258d	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

OYA attempts to limit the number of incidents of runaways from OYA community programs through:

- * Matching youth risk levels to programs through a standardized assessment process.
- * Encouraging and supporting the use of evidence-based treatment curricula in community residential programs.
- * Reviewing incidents of runaways with providers and determining strategies for improvement.
- * Engaging youth and family in the collaborative process of developing comprehensive case plans to ensure youth "buy in" on placement.
- * Maintaining OYA contract language requiring a minimum of 13 hours per week devoted to behavioral rehabilitative services, including skill development, for contracted community residential programs.
- * Working with providers to develop inherent and frequent rewards for youth participating in the program as well as improving intervention and prevention strategies used with youth.
- * Creating a retention plan for providers to implement when warning signs of an impending run are present.
- * Using the Multi-Disciplinary Team (MDT) participants to clearly communicate expectations to youth and implement swift and certain sanctions for runaways.
- * Increasing contact with families and persons with potential knowledge of runaways' location.

2. ABOUT THE TARGETS

This KPM represents actual numbers of youth who abscond for periods of more than four hours from supervision in community settings, including from residential treatment, foster care, and home visits. The targets reflect a slight increase beginning in this fiscal year to adjust for demand forecast increases in community bed capacity and youth population over the next biennium.

3. HOW WE ARE DOING

Data show there were 268 runaway episodes during FY 2012, exceeding the target of 255 or fewer.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA has employed a number of strategies aimed at reducing runaways in the last eight years. This includes implementing evidence-based programming as discussed below. OYA uses a standardized risk/needs assessment to effectively match youth needs with placement options. In addition, MDT meetings are

held every 90 days to discuss youth needs and to review the youth's individualized case plans. These meetings involve youth, parents, assigned OYA Juvenile Parole/Probation Officer (JPPO), the community residential provider, and other treatment staff. A key component of this process involves outlining specific transition activities. This forward-thinking approach aims to ensure youth are ready for transition, which includes the goal of decreasing the likelihood youth will run from community settings. Research shows youth engagement with education and/or vocational services is related to a decreased risk for youth runaway. OYA continues to focus efforts in this area through the MDT process and through collaboration with Vocational Rehabilitation Services and the Oregon Department of Education. Every effort is made to positively engage youth in school as quickly as possible when leaving close custody and any time the community placement changes. Youth runaways from foster care and proctor care are reviewed on a monthly basis to monitor progress in this area. In addition, to further prevent runaway incidents, foster and proctor parents receive ongoing training to enhance their supervision skills and awareness of pre-run conditions.

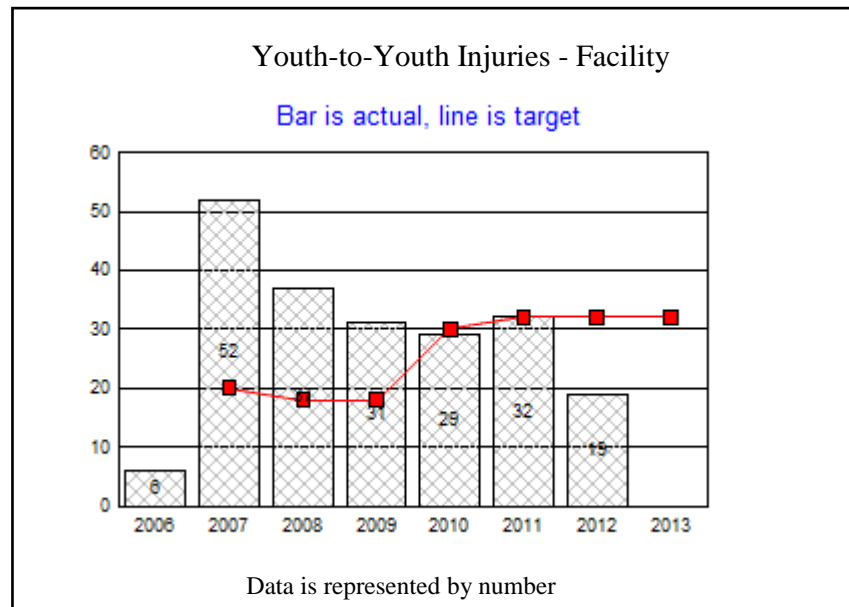
6. WHAT NEEDS TO BE DONE

- * Continue matching youth to placement and interventions in community settings based on their risk to re-offend and need.
- * Continue to review and debrief with programs specific runaway or attempted runaway incidents, including discussion of findings and recommendations documented for potential programmatic modification.
- * Place greater emphasis on follow-up of youth on runaway status by ensuring documented monthly contact with persons who might have knowledge of youth's whereabouts.

7. ABOUT THE DATA

This information is being reported for FY 2012. Field staff record incidents of runaway in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of runaway incidents, the reports provide runaway rates to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. During the next biennium as OYA bed capacity ebbs and flows based on budget, it will be increasingly important to consider the rate of runaways in addition to the number of runaways as called for by this measure. During FY 2012, OYA served 1,143 youth in residential and foster care placements, creating 188,990 days of opportunity for youth to run away. In total, there were 268 runaways reported, resulting in a rate of 1.2 runs per 1,000 person-days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #3a	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
Owner	Karen Daniels, Assistant Director, Facilities Services 503-373-7238	



1. OUR STRATEGY

Establish an environment where values of positive communication, non-violence, and respect for self and others are emphasized through:

- * Leadership and staff training in cognitive behavioral approaches that focus on teaching youth anger control, problem-solving, and prosocial interaction skills.
- * Staff supervision that promotes safety and structure.
- * Effective use of OYA's offender behavior management system.
- * Cognitive behavioral interventions for youth and treatment curricula focusing on improving anger control, problem-solving and prosocial skills, and reducing aggressive behavior toward others.
- * Staff behavior that role-models appropriate positive social interactions on the living units.
- * Screening that ensures volunteers, contractors, and mentors perform in a manner that aligns with OYA's mission.

2. ABOUT THE TARGETS

Changes to the agency's definition of youth-to-youth injury in 2005 made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by other youth and is an important measure of youth-to-youth interaction. When redefining the KPM, the agency anticipated that the current target, established in FY 2006, would grossly underestimate the actual number of injuries that count toward the KPM. The targets were readjusted to 30 for FY 2010 and 32 for FYs 2011 and 2012, which reflect more realistic targets for this type of youth injury.

3. HOW WE ARE DOING

The agency achieved its goal in FY 2012 for 32 or fewer incidents of youth-to-youth injuries in facilities. The actual number of injuries was 19. OYA's fourth year of data collection on this measure reflected a relatively low number of injuries in light of the 750 youth in close custody on any given day. Although the agency strives for no youth-to-youth injuries in facilities, many OYA youth have been identified as needing anger-management training. OYA addresses these needs through evidence-based programming and thereby aims to reduce these types of injuries.

4. HOW WE COMPARE

Comparative data are not available. Unlike this OYA key performance measure, Performance-based Standards (PbS) outcome measures relating to youth injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation, and other minor mishaps. OYA facilities consistently have shown very low rates of injury to youth. This suggests safety performance better than the average rate for PbS project participants, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2012.

5. FACTORS AFFECTING RESULTS

OYA continues to make progress in successfully attaining one of its key initiatives: establishing evidence-based treatment approaches in all close-custody facilities that emphasize communication skills development, prosocial thinking patterns, and positive interactions among youth. Staff continue to receive training in the delivery of these correctional treatment curricula as well as in verbal de-escalation and behavior management techniques. Beginning in 2010, OYA implemented a revised behavior management system to hold youth accountable for negative behavior and provide incentives for positive behavior. Additionally, in 2008, OYA developed definitive program criteria to improve treatment unit assignment decisions based on youth risk, need, and responsibility factors. These steps all are intended to create environments best suited for positive change in youth and to maintain safe and respectful living situations.

6. WHAT NEEDS TO BE DONE

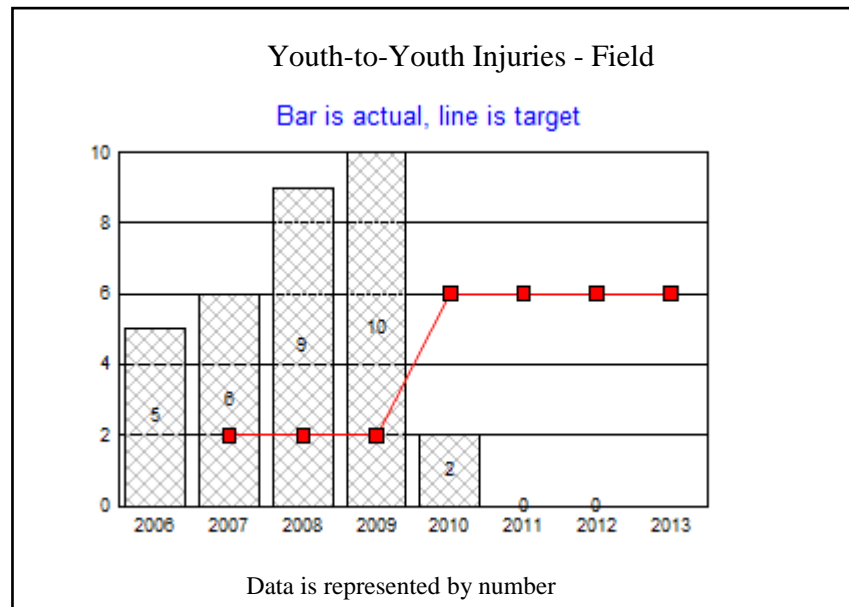
- * Continue to emphasize safety and positive skill development in OYA facility programs.
- * Continue to refine the agency's assessment process to ensure that youth profiles and concerns are properly identified.
- * Increase emphasis on matching youth to treatment services based on criminogenic risk and needs.
- * Continue to emphasize safety and verbal de-escalation in staff training as well as promote the development of staff skills that best position staff to promote positive youth progress.
- * Emphasize the use of the automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data to evaluate youth injuries, including location, activity, and related factors.
- * Continue to review at the executive level incidents that result in significant injury to youth to determine what corrections or improvements may be necessary.
- * Continue to support agency implementation of evidence-based cognitive behavioral treatment programs in all youth correctional facilities, including ongoing monitoring of treatment provided.
- * Broaden and refine the implementation of the Aggression Replacement Training curriculum in youth correctional facilities.
- * Continue developing strategies to promote staff retention to foster rapport with youth and better ensure youth safety.
- * Implement evidence-based gang prevention curriculum in all close-custody facilities.
- * Continue to use the agency's institutional behavioral management matrix to better intervene and predict potential behavioral issues.

7. ABOUT THE DATA

This information is being reported for FY 2012. Injuries counted for this measure occur in close custody and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm, and must require medical attention beyond routine first aid. Facility staff record injury data using the YIR in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of

incidents of injury, the reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. During FY 2012, OYA served 1,206 youth in close-custody facilities, creating 272,806 days of opportunity for youth-to-youth injuries. In total, 19 injuries were reported, resulting in a rate of .07 injuries per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #3b	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

* Continue to provide training to OYA staff and contracted providers that focuses on teaching youth anger control, problem solving and prosocial interaction skills

through cognitive behavioral interventions.

- * Continue to identify youth at high risk for anger control issues and develop strategies to prevent incidents from occurring.
- * Maintain appropriate supervision of and provide support to youth in the community.
- * Continue to formally survey youth in community programs about safety twice per year.

2. ABOUT THE TARGETS

Changes to the agency's definition of youth-to-youth injury in 2005 made this measure more meaningful and relevant to tracking youth safety. This performance measure focuses on injuries to OYA youth caused by other OYA youth and is an important measure of youth-to-youth interaction. When redefining the measure, the agency anticipated that the current target, which was established in FY 2006, might underestimate actual number of injuries. After reviewing data for FYs 2006-2008, the agency re-evaluated KPM targets and established aggressive, yet realistic, targets for FYs 2010-2012 for youth-to-youth injury. All youth injuries will continue to be documented and addressed through local processes, with the agency's highest priority placed on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

OYA had no incidents of youth-to-youth injuries in community settings during FY 2012. OYA has far exceeded its goal of six or fewer incidents.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA continues to work with residential programs and foster care providers to deliver effective treatment interventions. Enhanced treatment modalities consist of problem-solving and skill development, as well as teaching prosocial thinking to youth. Prosocial skills training improves youth coping skills and contributes to the limited number of youth-to-youth injuries. Additionally, within foster care, ongoing training to foster parents and increased supervision standards have assisted in keeping youth-to-youth injuries to a minimum. OYA contracts require community residential programs to report all youth injuries. The OYA Community Resources Unit (CRU) regularly monitors all incidents. The CRU staff follow-up with programs as needed after all incidents and corrective action plans are generated. This form of monitoring and quality improvement contributes to the low number of youth-to-youth injuries in residential settings.

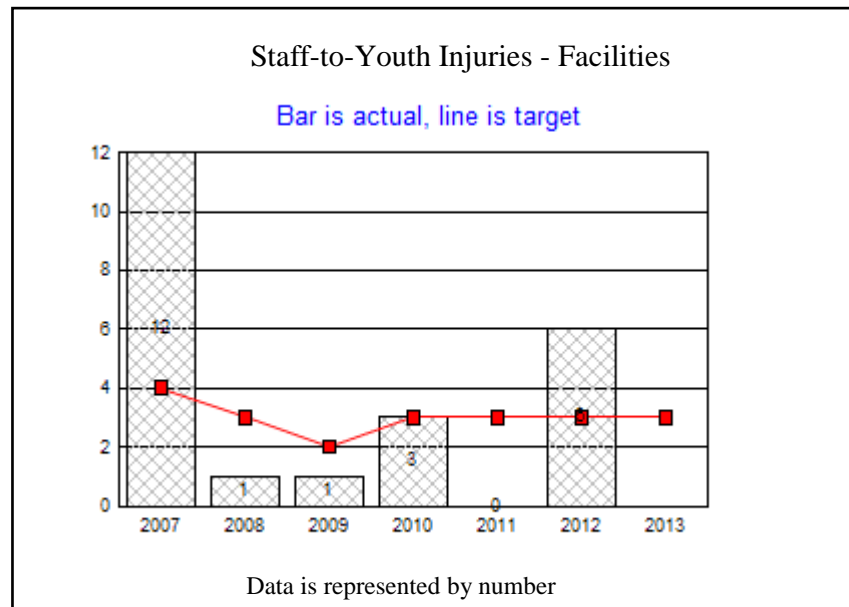
6. WHAT NEEDS TO BE DONE

- * Continue to evaluate and monitor youth-to-youth incidents on a regular basis.
- * Continue to provide assistance and training to agency providers (e.g., foster parents, contracted community residential providers, etc.) with focus on proactive behavioral management intervention techniques such as verbal de-escalation.
- * Continue to implement and support use of evidence-based interventions, targeting anger management and prosocial skills training.
- * Encourage community providers to continue developing strategies to promote staff retention, resulting in experienced staff working with youth offenders.

7. ABOUT THE DATA

This information is being reported for FY 2012. Injuries counted by this measure occur while under residential or foster care supervision and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm and must require medical attention beyond routine first aid. Probation/Parole staff record injury data using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of incidents of injury, the reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. During the next biennium as OYA bed capacity ebbs and flows as a result of the budget, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During FY 2012, OYA served 1,143 youth in residential and foster care placements, creating 188,990 days of opportunity for youth-to-youth injuries. There were no injuries reported. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #4a	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. a) Facilities	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 378	
Owner	Karen Daniels, Assistant Director, Facilities Services 503-373-7238	



1. OUR STRATEGY

Establish an environment where values of positive communication, non-violence, and respect for self and others are emphasized through:

- * Staff training emphasizing verbal de-escalation skills and approaches to working with youth as a means of minimizing physical intervention.
- * Staff behavior that role-models appropriate, prosocial interactions on the living units.
- * Staff supervision that promotes safety and structure.
- * Cognitive behavioral interventions to youth and treatment curricula focused on improving anger control, problem-solving skills, prosocial skills, and reduction in aggressive behaviors toward others, thereby preventing high-risk injury incidents.
- * Use of the agency's institutional behavioral management matrix to better intervene and predict potential behavioral issues.

2. ABOUT THE TARGETS

Recent changes to the agency's definition of staff-to-youth injury have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by interaction with OYA staff and is an important measure of the agency's ability to achieve goals relating to youth interaction. When redefining the KPM, the agency anticipated that the target, established in FY 2006, would underestimate the actual number of injuries. After reviewing data for FYs 2008-2009, the agency re-evaluated KPM targets and established aggressive, yet realistic, targets for FYs 2010-2013 to reduce this type of youth injury.

3. HOW WE ARE DOING

FY 2012 marked the fifth year in which the agency used a stricter definition of injury. With six staff-to-youth injuries in facilities, the agency doubled the target of three. OYA is committed to operating safe close custody facilities and minimizing physical intervention with youth. Accordingly, OYA will continue to emphasize the refinement of staff verbal de-escalation skills and, only when necessary, use safe physical intervention techniques on which staff are formally trained.

4. HOW WE COMPARE

Comparative data for this KPM are not available because the Performance-based Standards (PbS) outcome measures relating to injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation, and other minor mishaps. OYA facilities consistently have shown very low rates of injury to youth. This suggests safety performance significantly better than the average rate for PbS project participants.

5. FACTORS AFFECTING RESULTS

OYA continues to make progress in successfully meeting one of its key initiatives: establishing evidence-based treatment approaches in all close-custody

facilities that emphasize communication development and positive interactions between youth and staff. Staff continue to receive training in the delivery of these curricula as well as in verbal de-escalation and behavior management skill development. Additionally, OYA has implemented a revised policy on time out, isolation, special program placements, and behavioral management guidelines. As staff become more knowledgeable and proficient in these new tools, the agency expects reductions in the number of physical interventions, thus reducing injuries resulting from physical interventions. OYA also is developing more defined program and population criteria to improve program assignment decisions that match youth based on risk, needs, and responsiveness factors. These steps all are intended to create environments best suited for positive change in youth and to maintain safe and respectful living situations. In instances where staff must physically intervene, the agency continues to emphasize that staff are trained to respond in a manner that minimizes the chance of injury to youth or themselves. Staff skills are evaluated and training is provided on a continuum that includes personal protection, verbal de-escalation, youth escort, physical intervention and group control techniques. A review of all incidents of physical intervention coupled with developing corrective action plans also contributes to a minimum number of staff-to-youth injuries.

6. WHAT NEEDS TO BE DONE

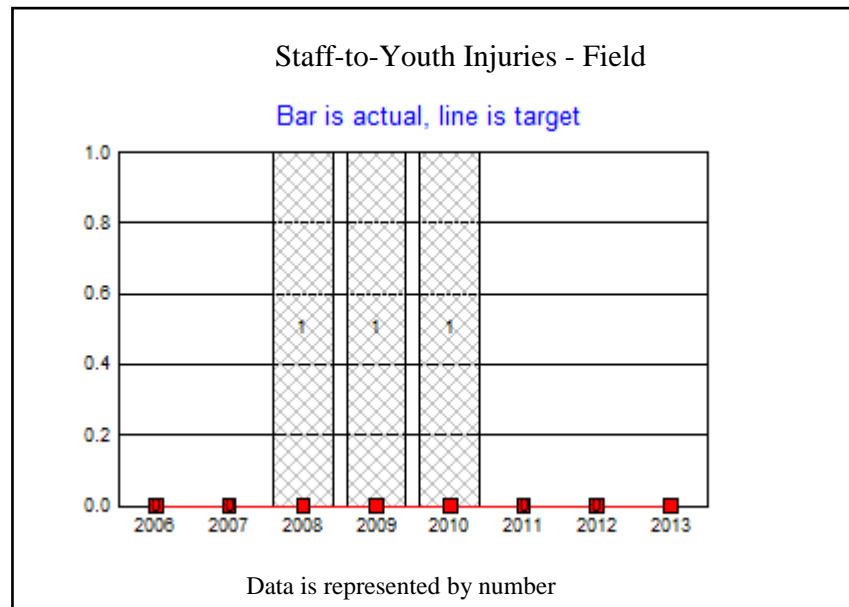
- * Continue to emphasize safety and positive skill development in facility programs.
- * Continue to refine the agency's system of assessing risk and needs to ensure that youth profiles and concerns are properly identified.
- * Emphasize matching youth with appropriate services and approaches when making treatment unit decisions.
- * Emphasize safety and verbal de-escalation in staff training as well as the development of skills that best position staff to support the positive growth and transition readiness of the youth in their charge.
- * Emphasize the use of the automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data to evaluate youth injuries including location, activity, and related factors.
- * Continue to review at the executive level incidents that result in significant injury to youth to determine what corrections or improvements are needed.
- * Continue educating youth regarding their rights and how to report an incident where they believe they have been injured or abused in any way by an OYA staff (i.e., contacting the OYA Professional Standards Office).

7. ABOUT THE DATA

This information is being reported for FY 2012. Injuries counted for this measure include youth injured by staff in close custody where the injury required medical attention beyond routine first aid. Facility staff record injuries using the Youth Incident Report in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of incidents of injury, the reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the PbS method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a

person-day represents one youth spending one day in a facility. During the next biennium as OYA bed capacity ebbs and flows as a result of the budget, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During FY 2012, OYA served 1,206 youth in close-custody facilities, creating 272,806 days of opportunity for staff-to-youth injuries. There were six injuries reported, resulting in a rate of .02 injuries per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #4b	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. b) Field	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 378	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

* Provide training (including verbal de-escalation techniques) to OYA Juvenile Parole/ Probation Officers (JPPOs), foster care certifiers, and foster care parents

on personal and youth safety.

* Formally survey youth regarding personal safety twice per year.

* Regularly monitor, review, investigate, and document all staff-to-youth injury incidents and assist contracted residential providers develop corrective action steps to minimize risk to youth and staff.

* Provide technical assistance to contracted residential providers to prevent incidents and ensure youth safety.

2. ABOUT THE TARGETS

Previous changes to the agency's definition of staff-to-youth injury have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to OYA youth caused by interaction with OYA staff and contracted providers. OYA supports a goal of zero injuries to youth by staff. All youth injuries will continue to be documented and addressed through local processes, with the agency's highest priority placed on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

The OYA experienced no injuries to youth by staff of contracted residential treatment providers during FY 2012.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA has well-established protocols for managing youth who demonstrate out-of-control behaviors while placed with community providers. These procedures include OYA field staff requesting assistance from local law enforcement, if necessary. Additionally, OYA contracts require that community residential programs report all incidents of youth injuries. On a monthly basis, the OYA Community Resources Unit (CRU) monitors all incidents using a comprehensive database. CRU staff follow-up with programs after all incidents, and corrective action plans are generated as needed. Similarly, the OYA Foster Care Manager reviews all incidents of youth injuries in foster care on a regular basis. This form of monitoring and oversight has contributed to the minimal number of staff-to-youth injuries in community settings. OYA policies and local procedures clearly outline appropriate and effective processes, trainings, and resources to ensure that parole/probation staff and providers have adequate tools to safely intervene when a youth's behavior escalates. OYA has put considerable effort into developing relationships with local law enforcement agencies, juvenile departments, and mental health providers to make certain appropriate levels of

intervention match youth needs.

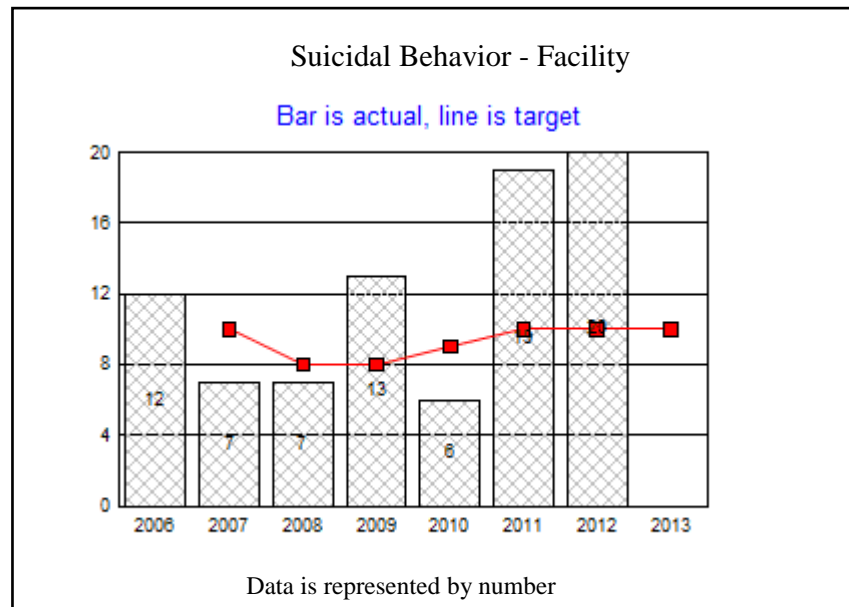
6. WHAT NEEDS TO BE DONE

- * Continue to train field staff and providers in verbal de-escalation skills, modeling appropriate non-aggressive interactions.
- * Ensure JPPOs receive training and updates on the correct use and application of secure travel restraint devices.
- * Continue educating youth about their rights and how to report abuse or injury by an OYA staff member or contracted provider.
- * Review incidents that result in significant injury to youth to determine what corrections or improvements are needed.
- * Continue to investigate all reports of OYA staff and community provider misconduct through the OYA Professional Standards Office (PSO).
- * Continue to offer training opportunities to OYA staff and contracted providers focusing on comprehensive supervision techniques, safety, verbal de-escalation skill development, and how to create/ensure a safe environment.

7. ABOUT THE DATA

This information is being reported for FY 2012. Injuries counted for this measure include youth injured by staff while under residential or foster care supervision where the injury requires medical attention beyond routine first aid. Youth field injuries are recorded using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation office extracts and reports the data on a quarterly basis. In addition to discrete counts of incidents of injury, rates of injury are calculated monthly to allow for meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. During the next biennium as OYA bed capacity ebbs and flows, it will be important to consider the rate of injuries, while also reporting the number of injuries as called for by this measure. During FY 2012, OYA served 1,143 youth in residential and foster care placements, creating 188,990 days of opportunity for staff-to-youth injuries. There were no injuries reported. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #5a	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities	2006
Goal	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
Owner	Dr. Whitney Vail, Assistant Director, Treatment Services, 503-373-7164	



1. OUR STRATEGY

Establish an environment where all facility staff are formally trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing

suicide risk. Strategies for successfully reducing suicidal behavior and attempts include:

- * Assessing all youth in a timely fashion and at transition points, which present a time of elevated risk for suicidal behavior.
- * Providing appropriate interventions and monitoring of youth assessed at significant risk of suicidal behavior to ensure their safety.
- * Providing annual training to all staff on suicide prevention. New employees receive eight hours of training on suicide prevention and intervention.
- * Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated.

2. ABOUT THE TARGETS

This measure was redefined to focus on suicidal behavior judged by expert clinicians to be serious in nature and warrant tracking at the highest level. The target of ten was established to reflect a relatively low expectation of this type of suicidal behavior in an environment that research shows to be high risk. OYA, with the assistance of national experts and Oregon youth advocates, has an established suicide-prevention plan. The agency's priority on screening, prevention, and early intervention are reflected in the targets. All self-harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health and correctional treatment interventions. The agency will continue to place the highest priority on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

In comparison to data from previous years, we have had an increase in suicidal behavior. The increase in suicidal behavior could be due to:

- a) Increasing number of youth in close-custody facilities with significant mental health diagnoses;
- b) Difficulty accessing adult mental health services for youth age 18 and older in hospital settings for crisis situations, so the youth remains in a close-custody facility where the condition may be more difficult to manage;
- c) Due to a lack of mental health resources in the community, youth with mental health diagnoses who are paroled re-enter OYA close custody when they exhibit behaviors attributable to poorly controlled mental health conditions; and
- d) Female youth are more likely to make suicidal gestures partially because they are more likely to have significant mental health conditions and trauma history upon entering close custody.

4. HOW WE COMPARE

National data on youth suicidal behavior while in facility custody are not available. However, OYA's participation in the Performance-based Standards (PbS) Project allows for comparison of agency data to that of other participating agencies. The PbS outcome measures for suicidal behavior reflect any youth behavior, regardless of type or severity, that results in self-harm. OYA demonstrates security performance that is better than average for agencies participating in the PbS Project, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2012.

5. FACTORS AFFECTING RESULTS

By their very circumstance, youth placed in close-custody facilities are at a higher risk of suicidal behavior. Risk is elevated when youth who have a history of substance abuse, mental illness, and suicidal behavior are placed in a restrictive environment and separated from their community support systems. OYA has consulted with national experts on youth suicide and established a suicide-prevention policy grounded in best practice and the current body of research on this subject. Staff are trained annually on the agency's suicidal behavior policy. Screening and assessment protocols regularly are reviewed by OYA clinical leadership in order to update and improve identification and treatment of high-risk youth. OYA uses the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), and Inventory of Suicide Orientation-30 (ISO-30) as additional sources of information in making determinations about youth suicide risk.

6. WHAT NEEDS TO BE DONE

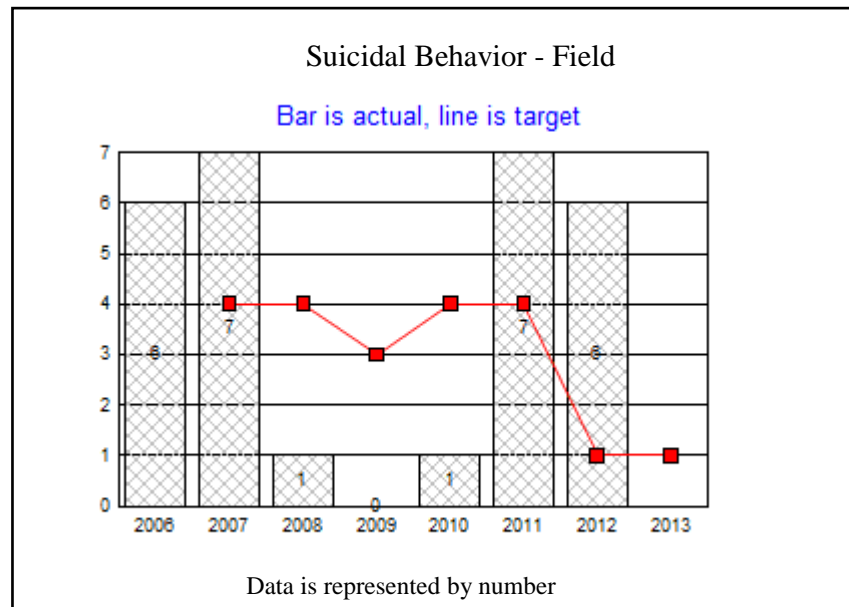
- * Continue to emphasize youth safety in facility programs.
- * Continue to refine the agency's system of screening and assessment to ensure that youth risks are properly identified. OYA is currently updating its suicide prevention policy, which includes a more robust screen and assessment, and response to suicidal behavior and nonsuicidal self-injurious behaviors.
- * Continue to place youth assessed at elevated suicide risk on suicide precaution levels that call for intervention and monitoring until risks are reduced, and reassess every 24 hours.
- * Increase emphasis on matching youth with appropriate correctional and behavioral treatment services and unit placements based on risk, need, and responsivity factors.
- * Emphasize safety in staff training and maintain readiness to respond to youth exhibiting suicidal thoughts or behavior.
- * Continue to provide mental health treatment when needed.
- * Continue to review incidents that result in significant suicidal behavior in youth in order to determine trends and what corrective actions are needed.
- * Continue to monitor the research literature on the assessment of and interventions for suicidal behavior.
- * Use Advanced Behavioral Directives as part of trauma-informed care procedure to assess costs and benefits of specific interventions, increasing ability to prevent traumatization and use of most effective and safe interventions.

- * Provide frequent updated trainings for professional staff on suicide assessment.
- * Provide advanced training for mental health professionals.

7. ABOUT THE DATA

This information is being reported for FY 2012. This measure includes all youth in close-custody facilities. Suicidal behavior is defined as follows: Serious suicidal behavior resulting in significant tissue damage (i.e., probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., overdoses of meds, objects around neck where marks are left). Facility staff record incidents of suicidal behavior in JJIS as they occur, and the Treatment Services Director, or designee, subsequently reviews each incident. The OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of incidents of suicidal behavior, the reports provide rates of suicidal behavior to enable meaningful comparisons over time. Rates are calculated using the PbS method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. During FY 2012, OYA served 1,206 youth in close-custody facilities, creating 272,806 days of opportunity for incidents of youth suicidal behavior. In total, 20 incidents were reported, resulting in a rate of .07 incidents per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #5b	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field	2006
Goal	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
Owner	Dr. Whitney Vail, Assistant Director, Treatment Services, 503-373-7164	



1. OUR STRATEGY

Establish an environment where staff and partners are trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing suicide

risk. Strategies for successfully reducing suicidal behavior and attempts include:

- * Assessing all youth in a timely fashion and at transition points, particularly when youth are transferred to community programs, which are times of elevated risk for suicidal behavior.
- * Providing appropriate interventions and monitoring of youth assessed at significant risk of suicidal behavior to ensure their safety.
- * Provide suicide prevention training opportunities. OYA's Training Academy holds four Applied Suicide Intervention Skills Trainings (ASIST) per year for all staff. Contracted providers are encouraged to attend these training sessions. New employees receive eight hours of training on suicide prevention and intervention.
- * Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated.

2. ABOUT THE TARGETS

Based on analysis of data obtained from FYs 2008 to 2010, the target was set at one. This measure has been defined to focus on suicidal behavior judged by clinicians to be serious in nature and to warrant tracking at the highest level. OYA, with assistance from national experts and Oregon youth advocates, has an established suicide-prevention plan. OYA's priority in screening, prevention, and early intervention are reflected in the targets. The FYs 2012 and 2013 targets have taken into consideration the planned increase in community residential bed capacity.

3. HOW WE ARE DOING

Despite the consistent emphasis on suicide awareness and prevention, OYA has noticed an increase in the number of serious suicidal behavior incidents since 2010. During FY 2012, there were six incidents that met the threshold for serious suicidal behavior. Despite the increase, it is still a low number compared to the number of youth in the system. OYA continues to focus efforts on youth safety and suicide prevention, and has consulted with national experts on youth suicide. The agency has established suicide-prevention policy grounded in best practice and the current body of research on this subject.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA's Treatment Services Director, or designee, reviews all incidents of suicidal behavior to determine if the situation meets the criteria for inclusion in the performance measure data and, as needed, consults with staff and local clinicians on appropriate follow-up and intervention. This policy allows staff and

providers to better identify suicidal behavior, directly affecting the results of this measure. It is noted that there is an increase in the reporting of suicidal behaviors by the community contractors, and an increase in psychiatric emergency/hospitalizations related to suicidal behavior in the community. Ensuring appropriate supports and resources are in place in the event that a youth displays risky self-harming behaviors is a critical piece in ensuring youth safety. The local OYA field staff work closely with community mental health providers to triage, screen, and provide intervention services for youth on parole or probation. OYA also collaborates with county emergency services to access hospitalization services for high-risk youth. In addition, OYA has contracted with two residential providers who serve youth with significant mental health needs and histories of suicidal ideation for focused assessment and evaluation services. This resource has provided needed relief for care of at-risk youth on probation status.

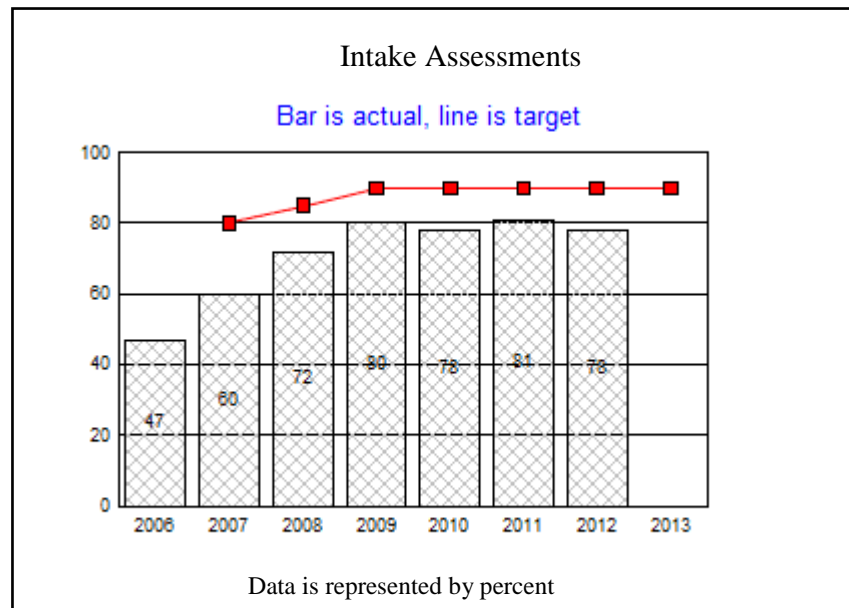
6. WHAT NEEDS TO BE DONE

- * Continue to emphasize the importance of a timely and accurate risk and needs assessment from which a youth's case plan is built with the appropriate correctional and behavioral health treatment service interventions identified.
- * Continued emphasis on annual training for community providers and foster parents on suicide risk prevention and the importance of responding to youth exhibiting suicidal thoughts or behavior.
- * Continue to review incidents that result in significant suicidal behavior in youth to determine trends and corrective action needed.
- * Strengthen collaboration with Adult Mental Health Services for additional community resources in order to prevent young adults on parole re-entering close custody due to parole violations related to mental health conditions.

7. ABOUT THE DATA

Serious suicidal behavior is defined as behavior that results in significant tissue damage (i.e., probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., overdoses of meds; objects around necks where marks are left). Field staff record suicidal behaviors in JJIS as they occur and the Treatment Services Director, or designee, subsequently reviews each incident. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2012, OYA served 1,143 youth in residential and foster care placements. In total, six incidents were reported. Rates of suicidal behavior for field youth are not calculated because this KPM reflects incidents for all OYA youth in the field, not just those in substitute care; days of opportunity are not available for youth in home or independent living placements. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #6	INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.	2006
Goal	ASSESS RISK - Improve the effectiveness of correctional treatment by assessing youth criminogenic risk and needs for reformation.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) KPM6 Risk and Needs Assessment	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Ensure all youth are assessed in a timely manner using the OYA Risk/Needs Assessment (RNA) tool through:

- * Using a central facility intake system to add consistency to the assessment process.
- * Ensuring all new facility intake staff and Juvenile Probation and Probation Officers (JPPOs) are trained on how to appropriately administer and interpret results of the RNA.
- * Providing ongoing training for staff on policies related to RNA and case planning, including designated timeframes for completing assessments.

2. ABOUT THE TARGETS

Aggressive targets have been established for this measure because accurate and timely assessment of youth criminogenic risk and needs is the foundation for appropriate case planning. The target for FY 2012 was 90 percent of assessments completed within 30 days of commitment.

3. HOW WE ARE DOING

Performance on this measure for FY 2012 showed a continued leveling-off toward meeting the established target of 90 percent. Although there was a substantial increase in performance over FYs 2006 through 2008, agency staff continue to struggle to meet the 2012 target of 90 percent, with 78 percent of youth assessed within 30 days. Training for all staff who administer the RNA has been completed, and the curriculum for new staff orientation includes an introduction to the assessment tool. The agency will continue to emphasize to staff the importance of timely administration of risk/needs assessments.

4. HOW WE COMPARE

National risk assessment data are not available. Many juvenile justice systems are in the beginning stages of using standardized and valid risk assessment

5. FACTORS AFFECTING RESULTS

Key factors influencing OYA's results on this measure include staff training and monitoring compliance with this measure. In facility environments, youth are available in a controlled and structured environment, which makes interviews and assessments easier to complete. As a result, completion of intake assessments within timelines is quite high in close-custody facilities, meeting the timeline target of 90 percent. In community settings, access to the youth is sometimes more difficult to arrange and creates difficulty in ensuring timely assessments. Consequently, meeting timelines continues to be a challenge. A factor affecting both facility and field intake assessments is the ready availability of background information on youth cases. Recently, OYA revised the RNA training for new employees to deepen understanding of the assessment instrument. OYA also implemented a business practice change to require a full assessment on all youth and automated the creation of the pre-screen RNA which generates a youth's risk score. As a result of updating training protocols to reflect current

agency standards and practice, coupled with ongoing technical training to staff, the accuracy of this KPM data is expected to continue to improve.

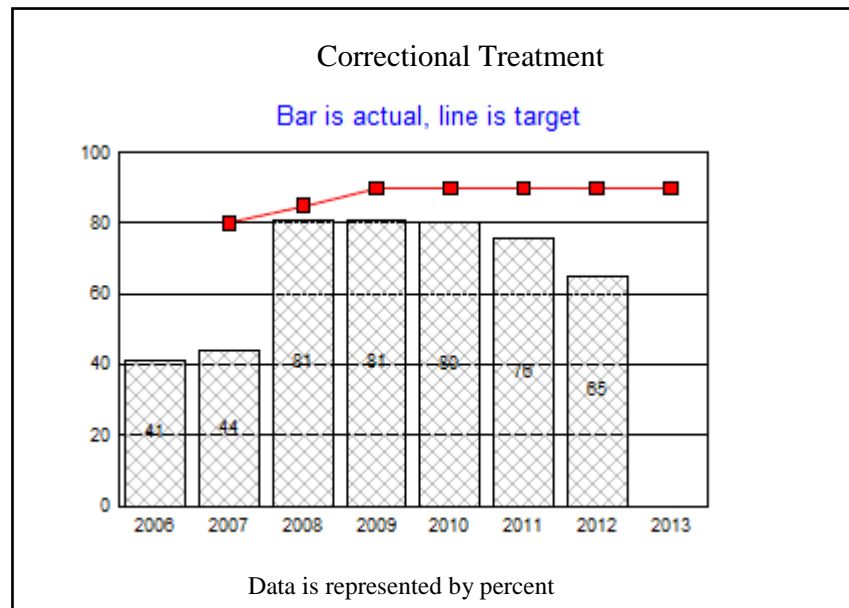
6. WHAT NEEDS TO BE DONE

- * Through quarterly target reviews, continue to provide ongoing training to all staff involved in assessing youth risk and needs.
- * Continue to monitor individual unit performance in meeting the aggressive time requirements of this measure.
- * Continue to emphasize the importance of the agency's assessment protocols and emphasize timely and consistent assessment of youth in both facility and community environments.
- * Continue to provide automated monitoring reports to supervisors to facilitate completion of risk/needs assessments.
- * Continue to implement an automated task list to help workers know which youth risk/needs assessments are due.

7. ABOUT THE DATA

This information is being reported for FY 2012. OYA completes the RNA on all youth to determine their risk to re-offend, as well as to determine their needs and the positive influences in their lives. The RNA resides in JJIS and is completed by the OYA staff assessing the youth. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2012, 78 percent of youth received an intake assessment within 30 days of commitment or admission. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #7	CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission.	2006
Goal	TARGET TREATMENT - Improve the effectiveness of correctional treatment by targeting youth offenders' criminogenic risk and needs.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM7 Case Audit	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Ensure that each youth assessed using the OYA Risk/Needs Assessment (RNA) has an appropriate individual case plan developed in a timely manner. This
KPM

links closely with KPM 6, timeliness of assessment. Staff use information obtained about individual youth during the assessment process to develop meaningful case plans which target known predictors of future criminal behavior. To address timely development of case plans, OYA's strategy includes training staff to:

- * Develop individualized case plans that target risk and needs.
- * Accurately document work within the JJIS automated case planning system.
- * Accurately interpret RNA results to provide the basis for case plan development.

2. ABOUT THE TARGETS

Aggressive targets have been established for this measure of 90 percent for FY 2012. These targets were established with the recognition that timely case plan formulation after assessing criminogenic risk and needs is key in determining appropriate service provision.

3. HOW WE ARE DOING

The agency's performance on this important measure fell short of its target of 90 percent in FY 2012. Overall, agency staff documented the development of case plans of 65 percent of youth within required time frames. While actual performance fell short of the 90 percent target, the agency has made dramatic progress since FY 2007, when 44 percent of cases had documented case plans within 60 days of commitment or admission. The agency will re-emphasize to staff the importance of documenting case plans within appropriate time frames through its new performance management system of quarterly target reviews and unit-level action plan development.

4. HOW WE COMPARE

National risk assessment and case plan development data are not available. However, according to the PbS Jurisdiction Outcome Measure Comparison report published in May 2012, OYA is at or above the average of the 197 participating facilities in 27 states for youth case planning.

5. FACTORS AFFECTING RESULTS

Developing case plans after initial assessment is critical to effective case management and sequencing of correctional treatment interventions. In OYA facilities, case plans are developed in facility treatment units after transfer from OYA intake assessment units. During budget periods when the agency is required to close treatment units, youth remain on intake units for longer periods than desirable waiting for openings to occur. Timely case plan development suffers. In community settings, factors affecting timely case plan development differ. Access to probation youth is sometimes difficult to manage, which creates challenges

in timeliness of assessment and subsequent case plan development.

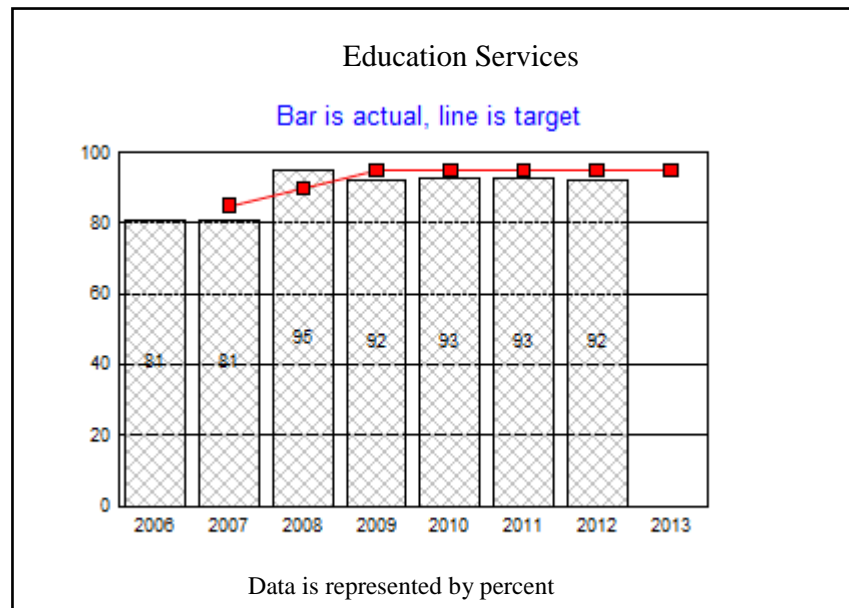
6. WHAT NEEDS TO BE DONE

- * Emphasize the importance of obtaining youth information from the county of commitment at the point of the youth's commitment to OYA.
- * Review co-management agreements and pursue discussions to improve how information is transferred at the point of OYA commitment.
- * Continue to emphasize with staff the importance of the agency's assessment protocols and the timely and consistent assessment of youth in both facility and field environments.
- * Through quarterly target performance reviews, continuously processes to monitor whether RNAs are being completed and documented in JJIS.
- * Provide ongoing training to all staff involved in administering the agency's risk-assessment tool and formulating case plans from the risk assessment results.
- * Continue to emphasize the Multi-Disciplinary Team approach to case management, centered on the youth case plan as the framework document.
- * Continue to monitor, modify, and streamline the case plan audit process used to determine the quality of youth case plans.
- * Implement quarterly target reviews at the local levels and develop field unit action plans to address performance expectations.

7. ABOUT THE DATA

This information is being reported for FY 2012. OYA measures the percent of youth whose records indicate active domains in an OYA case plan as identified in the RNA within 60 days of commitment or admission. To count toward the measure, OYA staff must complete a youth's RNA and case plan, both of which reside in JJIS, and the case plan must be audited to ensure quality. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2012, 59.5 percent of youth in close custody and 70.6 percent of youth in field placements had their case plans completed within 60 days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #8	EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.	2006
Goal	PROVIDE EDUCATION - Provide education programming that prepares youth offenders for responsibility in the community.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM8 Education Services	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Work with education contractors in facilities and with education providers in the community to ensure that each youth receives appropriate educational services in

a timely manner. The strategy includes:

- * Assessing youth for educational needs through the OYA Risk/Needs Assessment and specialized assessments.
- * Reviewing case plans monthly to monitor progress toward reaching the case plan goals, including education needs.
- * Providing automated JJIS reminders and data-collection tools for education information.
- * Using the Multi-Disciplinary Team (MDT) process to ensure needed services are readily identified and referrals are made based on individual youth needs.
- * Increasing partnerships with local school districts to enhance educational services and opportunities.

2. ABOUT THE TARGETS

Targets for this measure have been established based on research showing appropriate educational programming has a positive impact on reducing future criminal behavior. This measure focuses on the relationship between identified special education needs and verification that the identified services are being, or have been, delivered.

3. HOW WE ARE DOING

At 92 percent, OYA's performance in this key measure in FY 2012 was very near the agency's target of 95 percent. This reflects the agency's continued emphasis on appropriate educational assessments and timely educational services delivery.

4. HOW WE COMPARE

National education assessment and case plan development data are not available. OYA's educational services key performance measure mirrors the outcome measure relating to delivery of education services from the national Performance-based Standards (PbS) Project. During the past five years OYA has performed well above the average for facilities participating in the PbS project. However, during FY 2012 OYA fell slightly below the national average as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2012.

5. FACTORS AFFECTING RESULTS

Several factors have had a positive influence on this measure: staff training, communicating with education contractors and providers about the timelines and expectations of this KPM, and continued use of the MDT approach. An additional factor affecting performance on this measure for both facility and field staff is the ready availability of background information and previous educational transcripts for the youth, particularly those who have been away from academic

programming for some time.

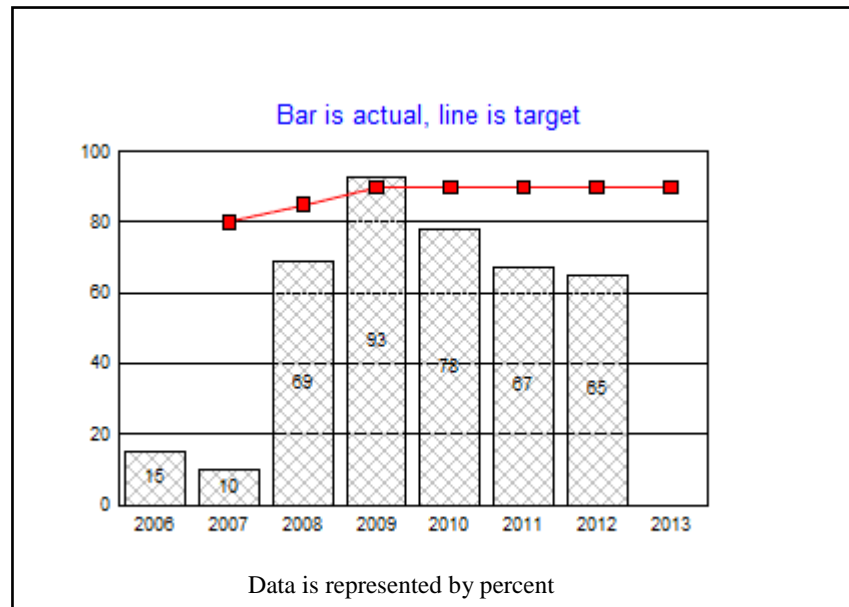
6. WHAT NEEDS TO BE DONE

- * Continue to conduct case audits quarterly to ensure appropriate and timely receipt of educational services.
- * Continue training for field staff on documentation requirements for youth education in JJIS to increase accuracy of the data.
- * Continue to collaborate with the Oregon Department of Education (ODE), which oversees OYA facility education programming, and local schools. In particular, coordinate the transfer of school records to expedite the enrollment process (i.e., bypass the standard 21-day waiting period).
- * Continue to emphasize timely and consistent educational assessment of youth in both facility and field settings.
- * Continue to develop and implement inter-governmental agreements with school districts throughout Oregon, as well as with local educational systems in partnership with ODE.
- * Emphasize agency expectations with regard to identifying and reviewing education needs during quarterly MDT meetings. Continue to emphasize importance of OYA liaison work with ODE to ensure youth education special needs are met and obstacles overcome.
- * Increase advocacy efforts for youth with identified educational deficits.

7. ABOUT THE DATA

This information is being reported for FY 2012. OYA measures the percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan, which is maintained in JJIS. This measure includes OYA youth in facilities, on probation or on parole. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2012, 92 percent of youth were receiving appropriate intervention within 60 days of commitment or admission. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212

KPM #9	COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan.	2006
Goal	COMMUNITY REENTRY SERVICES - Continue to provide effective correctional services to youth offenders released from close custody facilities.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) KPM9 Youth Released from OYA Facility	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

OYA employs a variety of methods to ensure youth receive transition services. These include:

- * Training all staff in evidence-informed case management and the importance of transition planning.
- * Assigning a Juvenile Parole Probation Officer (JPPO) to each youth at time of commitment to follow the youth for his/her entire stay with OYA (i.e., from probation to close custody to parole to case termination).
- * Encouraging contracted providers to actively participate in transition planning prior to a youth's release from close custody.
- * Ensuring youth case plans contain transition goals and interventions, and that services are provided according to case plan and Multi-Disciplinary Team (MDT) recommendations.
- * Conducting review hearings prior to youth transitioning from close custody and conduct case audits to ensure youth receive transition services within 30 days of release from close custody.

2. ABOUT THE TARGETS

During FY 2006, OYA established the current targets based on the belief that linking youth to appropriate transition services is a critical factor in decreasing the likelihood a youth will commit additional crimes. Data show that OYA has made progress in this area in the past two years, but 2012 data fell far below the target of 90 percent. In FY 2012, 65 percent of youth released received transition services per their case plan.

3. HOW WE ARE DOING

As in previous years, data collection issues continue to pose challenges in reporting this KPM. However, OYA has focused much effort in resolving these issues, and as a result has significantly increased the percentage of youth receiving transition services since FY 2007. In fiscal year 2012, the percentage of youth receiving transition services per their case plan dropped to 65 percent.

4. HOW WE COMPARE

National transition planning data are not available. However, the Performance-based Standards (PbS) Project provides comparative data. The two outcome measures related to transition plan completion are included in the Reintegration Goal of the PbS Project. OYA has performed at a high level since these standards were established in 2002, showing plan completion rates exceeding the average, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2012.

5. FACTORS AFFECTING RESULTS

The primary factor affecting transition planning for placement and service coordination is the close custody bed capacity. At times, capacity limits require untimely/unplanned youth releases, which may adversely impact the transition planning process. An MDT meets quarterly to review youth progress and to determine transition planning activities. However, this is very difficult to accomplish with untimely releases. OYA has continued to coordinate a variety of evidence-based services to be available in local areas. Specific reintegration contracts have been awarded to providers to provide re-entry services and support to youth. Services focus on skill development and positive prosocial engagement in the community. These activities have direct impact on youth releases and transitions back into the community. Additionally, the Office of Minority Services provides transition services for minority youth returning from facilities in the Salem and Portland metro areas. The lack of skilled resources in some of the state's remote areas continues to hinder the provision of a wide-scale continuum of needed services to some youth.

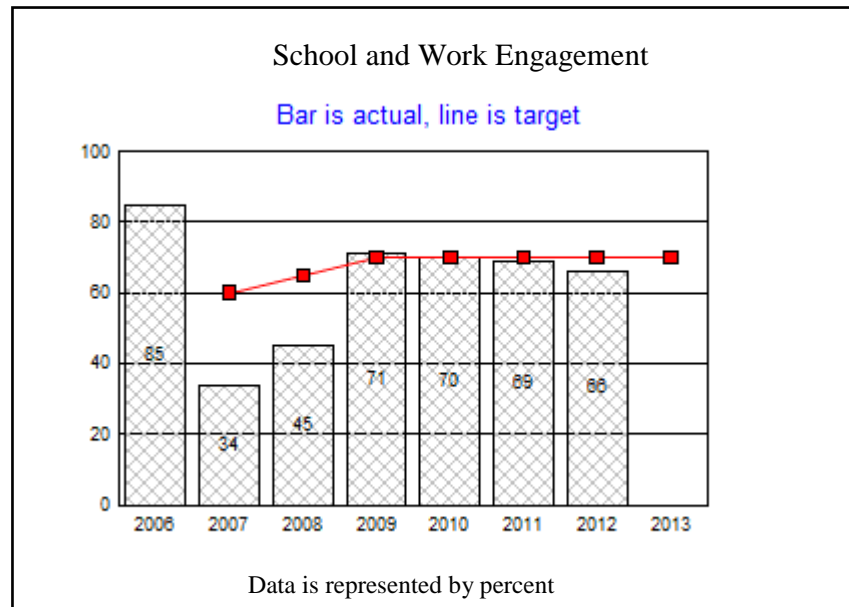
6. WHAT NEEDS TO BE DONE

- * Begin monitoring performance through quarterly target review reporting, both at the unit level and at the division level. Identify problem areas and develop action plans to enhance performance.
- * Continue to provide staff training and coaching on best practices in transition planning as well as OYA case plan documentation standards.
- * Continue using the MDT process in which all core team members and other treatment providers provide input at quarterly meetings (e.g., youth, JPPO, family member, mental health professional) to better ensure successful transition.
- * Continue to engage community providers throughout the case planning process, particularly prior to youths' transitions from close custody.
- * Emphasize pre-qualification of youth for Social Security services prior to release from close custody and educate staff regarding this process. This ensures that once the youth is in the community these benefits are available immediately.
- * Reorganize community transition capacity to best match services to accommodate the needs of youth offenders.
- * Continue to actively recruit providers who offer reintegration and transition services.
- * Study revocation data to determine patterns of youth characteristics associated with failure on parole to improve parole supervision and related services.
- * Successfully implement Federal Office of Juvenile Justice and Delinquency Prevention re-entry grant focused on successful re-entry of youth to targeted areas of the state.

7. ABOUT THE DATA

This information is being reported for FY 2012. OYA measures the percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in each youth's OYA case plan, which is maintained in JIIS. A supervisor audits the youth's case plan to determine whether the youth received transition services within 30 days. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2012, 452 youth were released from close custody; 65 percent of them received transition services. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #10	SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement.	2006
Goal	SCHOOL - WORK ENGAGEMENT - Engage youth offenders placed in the community with school and/or work immediately.	
Oregon Context	Benchmark 65. Juvenile Recidivism.	
Data Source	Juvenile Justice Information System (JJIS) KPM 10 - Engaged in School or Work	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Ensure that probation and paroled youth offenders are engaged with school and/or work in the community through:

- * Fostering ongoing partnerships with local school districts using the Memoranda of Understanding (MOUs) with ODE to enhance work or school enrollment following release from close custody.
- * Encouraging participation from education and vocational training service partners at Multi-Disciplinary Team (MDT) meetings.

2. ABOUT THE TARGETS

During FY 2006, OYA established the current target, recognizing that immediate youth engagement in work or school after a placement change has a considerable impact on the likelihood a youth will commit additional crimes. Data show that at 66 percent, OYA was close to meeting its FY 2012 target of 70 percent youth offender engagement in school/work after placement change.

3. HOW WE ARE DOING

By statute, OYA communicates all youth release information to local school districts. At 66 percent, there has been an increase of 32 percentage points in school and work engagement since FY 2007, and the agency was close to meeting its goal of 70 percent in 2012.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

Engaging youth in school or work is a priority for OYA staff working with youth in the community but the reality of securing employment and re-engaging youth in school is challenging. In previous years, youth transitioning from close custody encountered difficulty securing employment or enrolling in higher education classes due to not having official identification documentation. To alleviate this barrier and increase youth engagement, DMV now allows youth to use their OYA ID card as official address identification. In doing so, youth may obtain Oregon identification cards more readily than in the past. Additionally, funds have been allocated to support the purchase of youth identification cards as needed. OYA collaborates with numerous partners to provide opportunities for youth, including General Education Diploma (GED) tutorials and testing, alternative school placements, vocational training, transition to mainstream schools, business-to-hire programs, and professional mentors. Agreements between OYA and school districts and other community partners provide avenues for addressing this challenge. As part of these agreements, youth are provided a copy of their official education transcript upon leaving a close-custody facility to ensure youth can be enrolled in school after release. Additionally, OYA strongly encourages partners to participate in MDT meetings for youth in OYA

custody. These interagency collaborations help ensure an unbroken continuum of care with regard to work and school, and ultimately increase the likelihood youth will be engaged in school or work within 30 days following release from a close-custody facility.

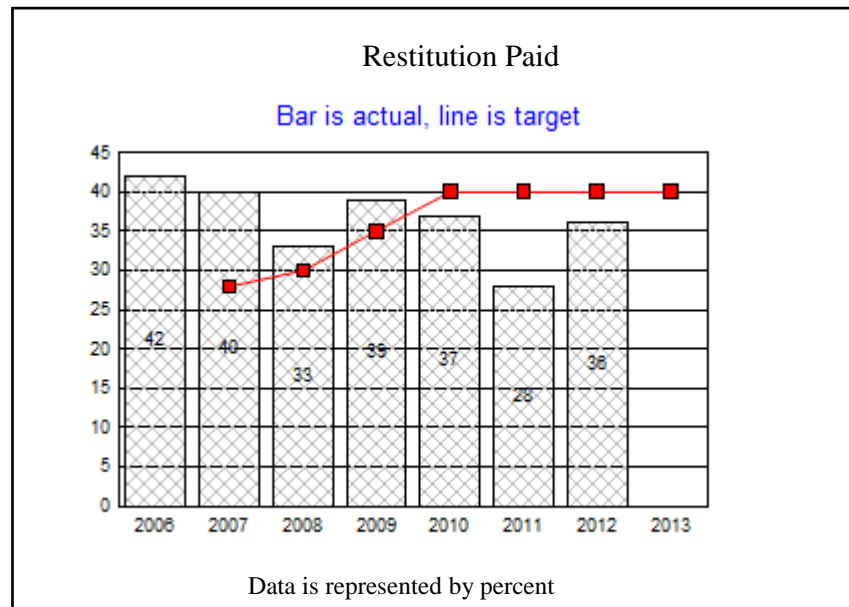
6. WHAT NEEDS TO BE DONE

- * Improve provision and transfer of relevant education records between schools, OYA close-custody facilities, and OYA field offices to reduce interruption of educational engagement.
- * Continue to use the MDT process to develop educational and employment goals in the youth case plan and encourage participation from education and vocational partners.
- * Provide additional training to staff on documenting school and work engagement.
- * Focus quarterly performance target reviews on school and work engagement and develop local action plans to address problem areas.

7. ABOUT THE DATA

This information is being reported for FY 2012. OYA measures the percent of youth living in OYA family foster care, independently, or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement. OYA staff regularly update the youths' school/work status in JJIS. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2012, 833 youth qualified for this KPM; 67 percent of them were reported as engaged in school or work within 30 days of placement. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #11	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.	2006
Goal	YOUTH ACCOUNTABILITY - Provide certain, consistent sanctions for youth offenders and support the concerns of crime victims.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) Condition Report Extract 223d	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Ensure maximum restitution payment through:

- * Implementing standardized data collection practices for restitution.
- * Developing opportunities for youth to earn money in facility and community programs to pay restitution.
- * Working with courts and local partners to increase system accountability for restitution payments.
- * Training staff on how and when to record restitution in JJIS.

2. ABOUT THE TARGETS

OYA continues to strive to improve performance in meeting this target. The agency recognizes the importance of restitution as part of teaching youth accountability and, therefore, has set realistic targets for this measure.

3. HOW WE ARE DOING

The percent of restitution paid on conditions closed in FY 2012 was 36 percent. This is slightly short of the target of 40 percent set for the period. The agency continues to face a number of challenges on this measure including the youths' opportunity to earn money or access funds to pay restitution.

4. HOW WE COMPARE

OYA's restitution payments on closed conditions are lower than those of the statewide juvenile justice total, which includes OYA and county juvenile departments. In FY 2012, the statewide average of restitution paid on closed conditions was about 50 percent; the OYA rate was 36 percent. Below are several factors that contribute to this difference.

5. FACTORS AFFECTING RESULTS

Youth offenders in close-custody facilities have limited access to earning money or performing community services. Youth under juvenile department supervision have a greater opportunity to earn money for restitution payments because they live in the community. OYA and the county juvenile departments share in the responsibility of ensuring youth offenders meet their court-ordered restitution conditions. However, for reporting purposes, the total payment paid for the restitution condition is reported under the agency supervising the youth when the condition is closed, regardless of which agency was supervising the youth when the payment was made. The Oregon Judicial Information Network (OJIN) is the official record of restitution paid. While OYA tries to ensure the complete payment balance is recorded in JJIS at time the condition is closed, incomplete data is a possibility.

6. WHAT NEEDS TO BE DONE

- * Provide ongoing training for OYA staff regarding restitution orders, case closure updates and methods for promoting restitution payment compliance.
- * Include analysis and strategies for compliance with restitution requirements during Multi-Disciplinary Team meetings for all youth offenders in OYA custody.
- * Emphasize restitution in all transition plans.
- * Develop payment plans to comply with court orders.
- * Continue to work with stakeholders to maximize employment opportunities for youth in the community.

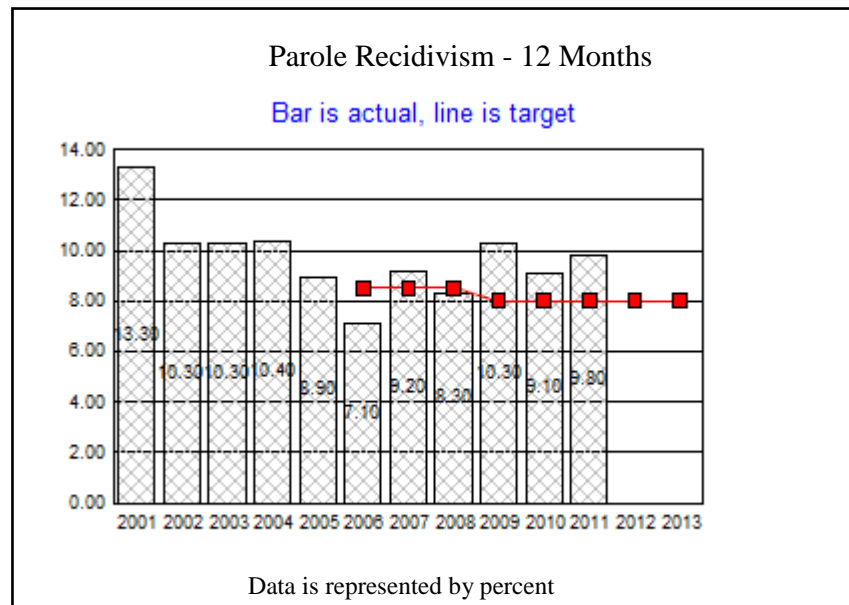
7. ABOUT THE DATA

OYA measures the percent of restitution paid on restitution orders closed during the fiscal year. Restitution orders are established by the court; staff enter the restitution paid into JJIS at the time the condition is closed. The OYA Research and Evaluation office extracts and reports the data quarterly, as well as for the entire fiscal year. JJIS reports 223C and 223D are used for this information. The percentage reported as paid is calculated as Dollars Paid / Dollars Owed at the time the condition was closed. All money paid on restitution orders is reported, regardless of whether the condition was satisfied in full. Closure of a restitution condition with an unpaid balance does not end a youth's obligation to make full restitution to their victims.

Oregon law requires that judges order restitution based on the amount of loss to the victim and that restitution orders be recorded in a manner similar to judgements in a civil action. Commonly called money judgments, these orders extend obligations to make reparations to victims beyond the time a youth is under juvenile justice supervision. Money collected subsequent to juvenile justice supervision and pursuant to the money judgment is not tracked in JJIS, nor is it reported in this measure.

Because judges order restitution on the full loss to the victim, some orders can be extremely high. In FY 2012, there were nine youth with restitution orders that exceeded \$10,000. These youth represented less than half of 1 percent of the total conditions ordered, but nearly 76 percent of the total amount owed. Therefore, these orders are not included in the overall calculation to present a more accurate picture of agency performance. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7412.

KPM #12a	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

- * Implementing evidence-based practices in OYA facilities and field.
- * Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- * Using evidence-informed case management, including the Multi-Disciplinary Team (MDT) process, to better ensure youth are engaged in services and receive the resources they need.
- * Providing effective transition planning to ensure successful transition to community settings.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2011 cohorts.

3. HOW WE ARE DOING

Except for youth paroled in FY 2001, recidivism rates have fluctuated between 7.1 and 10.3 percent. In FY 2011, at 12 months post-release 9.8 percent of youth recidivated versus a target of 8.0 percent.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a slight decrease in 12-month recidivism rates reported for OYA paroled youth in FY 2011 compared to the prior year. OYA has made much progress since the FY 2001 cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA has also implemented a large number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions. OYA anticipates the implementation of these research-proven practices will continue to positively impact repeat crime over time.

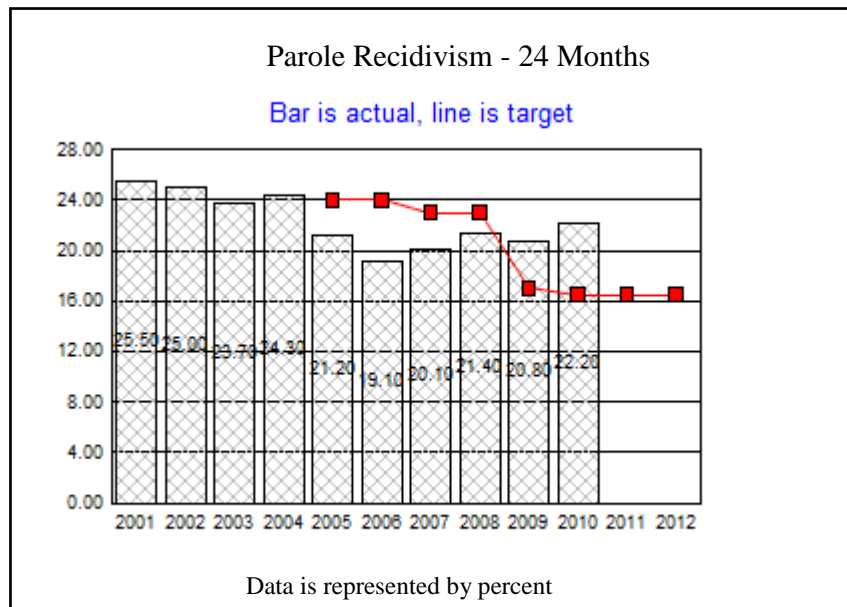
6. WHAT NEEDS TO BE DONE

- * Implement the OYA Youth Reformation System to continue to improve the matching of youth risks and needs with treatment interventions and programs.
 - * Encourage and support the use of evidence-based practices in contracted community residential programs.
 - * Encourage MDTs to carefully map out and coordinate transition services prior to youth release on parole.
 - * Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
 - * Continue training efforts to ensure staff have the knowledge and skill to deliver effective interventions.
 - * Continue efforts with Department of Human Services' Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
 - * Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.
- The agency was recently awarded a federal re-entry grant to enhance the infrastructure to provide community support during juvenile parole.

7. ABOUT THE DATA

Twelve-month parole recidivism is based on juveniles released from close custody during FY 2011. OYA defines recidivism as comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #12b	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

- * Implementing evidence-based practices in OYA facilities and field.
- * Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- * Using evidence-informed case management, including the Multi-Disciplinary Team (MDT) process, to better ensure youth are engaged in services and receive the resources they need.
- * Providing effective transition planning to ensure successful transition to community settings.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2010 cohorts.

3. HOW WE ARE DOING

Overall there has been a downward trend in recidivism rates since the FY 2001 parole cohort. At 24 months after release 22.2 percent of youth paroled in FY 2010 recidivated versus a target of 17 percent.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a slight increase in 24-month recidivism rates reported for OYA-paroled youth in FY 2010 compared to the prior year. OYA has made much progress since the FY 2001 cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has implemented a large number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions. OYA anticipates the implementation of these research-proven practices will continue to positively impact repeat crime over time.

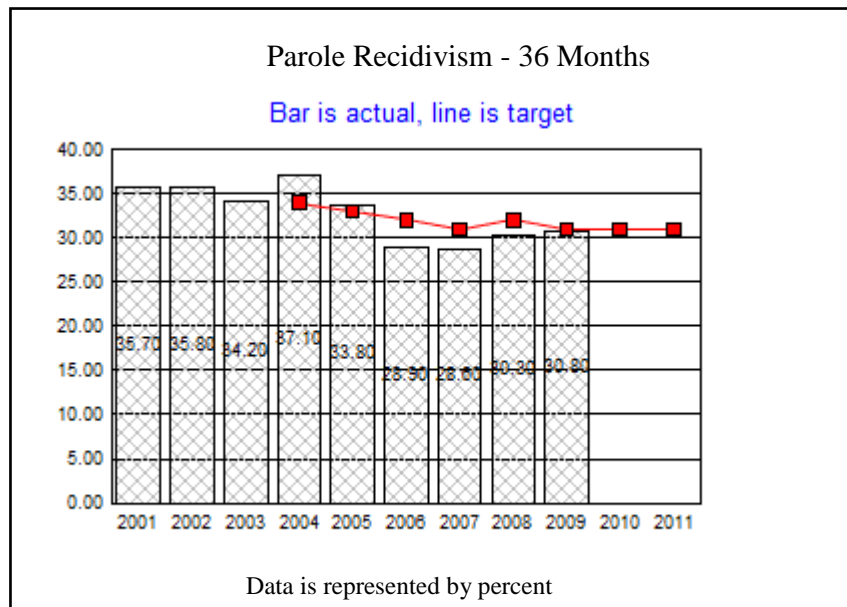
6. WHAT NEEDS TO BE DONE

- * By implementing the OYA Youth Reformation System, continue to improve the matching of youth risks and needs with treatment interventions and programs.
- * Encourage and support the use of evidence-based practices in contracted community residential programs.
- * Encourage MDTs to carefully map out and coordinate transition services prior to youth release on parole.
- * Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
- * Continue training efforts to ensure staff have the knowledge and skill to deliver effective interventions.
- * Continue efforts with Department of Human Services' Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- * Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.
- * Continue to develop community resources to enhance youth offender re-entry success from OYA facilities.

7. ABOUT THE DATA

Twenty-four-month parole recidivism is based on juveniles released from close custody during FY 2010. OYA defines recidivism as comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #12c	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255a	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

- * Implementing evidence-based practices in OYA facilities and field.
- * Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- * Using evidence-informed case management, including the Multi-Disciplinary Team (MDT) process, to better ensure youth are engaged in services and receive the resources they need.
- * Providing effective transition planning to ensure successful transition to community settings.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2009 cohorts.

3. HOW WE ARE DOING

Overall there has been a downward trend in recidivism rates since the FY 2001 cohort. At three years after release, 30.8 percent of youth in the FY 2009 parole cohort recidivated versus a target of 31 percent.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a very slight increase in 36-month recidivism rates (30.8 percent) reported for OYA-parole youth released in FY 2009 compared to the prior year, but essentially at the target of 31 percent. OYA has made much progress since the FY 2001 parole cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has implemented a number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions. OYA anticipates the implementation of these research-proven practices will continue to positively impact repeat crime over time.

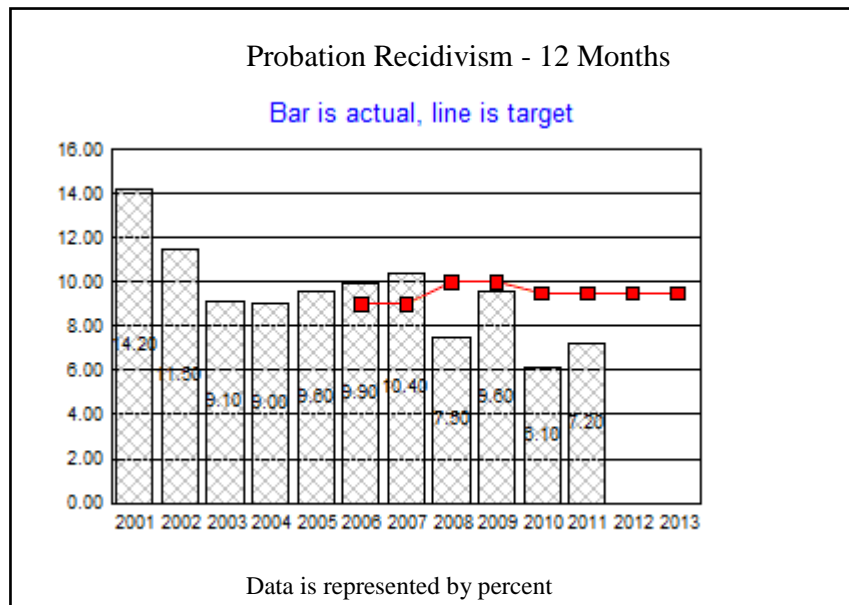
6. WHAT NEEDS TO BE DONE

- * By implementing the OYA Youth Reformation System, continue to improve the matching of youth risks and needs with treatment interventions and programs.
- * Encourage and support the use of evidence-based practices in contracted community residential programs.
- * Encourage MDT to carefully map out and coordinate transition services prior to youth release on parole.
- * Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
- * Continue training efforts to ensure staff have the knowledge and skill to deliver effective interventions.
- * Continue efforts with Department of Human Services' Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- * Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.
- * Continue to develop community resources to provide support during juvenile parole re-entry.

7. ABOUT THE DATA

Thirty-six-month parole recidivism is based on juveniles released from close custody during FY 2009. OYA defines recidivism as comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #13a	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:

- * Implementing evidence-based practices for youth in community settings.
- * Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- * Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under OYA community supervision.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2010 cohorts. The target for FY 2011 was 9.8 percent. The same target has been established for FY 2012.

3. HOW WE ARE DOING

Overall there has been a decline in recidivism since the FY 2001 cohort for youth tracked for 12, 24, and 36 months following commitment to OYA probation. Data show there has been a slight increase in recidivism rates reported for the FY 2011 cohort of probation youth tracked for a 12-month period. However, OYA exceeded the 12-month target for these youth with a 7.2 percent recidivism rate. This is positive news, and OYA anticipates recidivism rates to remain at low levels as a result of implementing evidence-based practices in the field and monitoring program fidelity.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a slight increase in 12-month recidivism rates reported for OYA-probation youth committed in FY 2011 compared to those committed in FY 2010. OYA has made significant progress since the FY 2001 probation cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA has also contracted with providers using evidence-based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact

recidivism rates. OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

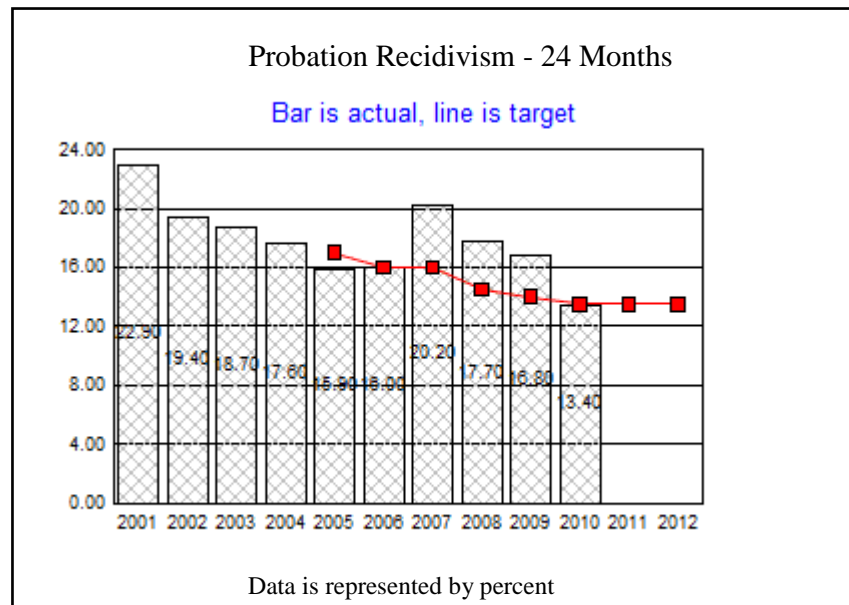
6. WHAT NEEDS TO BE DONE

- * Continue to match youth to programs based on individual risk and need factors.
- * Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas.
- * Continue focusing efforts on increasing youth engagement in work or school.
- * Continue to screen all youth committed to OYA probation for mental health and substance abuse service needs and make appropriate community referrals.
- * Provide additional capacity to assess and evaluate youth in community settings.
- * Continue to provide training on evidence-based services to OYA staff and community residential program staff.

7. ABOUT THE DATA

Twelve-month probation recidivism is based on juveniles committed to probation in FY 2011. OYA defines recidivism as comprised of four variables: (1) a group of people - youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #13b	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:

- * Implementing evidence-based practices for youth in community settings.
- * Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- * Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under OYA community supervision.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2009 cohorts. The targets for FYs 2010 through 2012 remain at 13.4 percent.

3. HOW WE ARE DOING

The recidivism rate of 13.4 percent for youth at 24 months showed a reduction from the previous year's 16.8 percent. Overall this is positive news with recidivism rates declining substantially since the FY 2001 cohort. OYA anticipates recidivism rates to remain at this level as a result of implementing evidence-based practices in the field and monitoring program fidelity.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a marked decrease in 24-month recidivism rates reported for OYA probation youth committed in FY 2010 compared to those committed in FY 2009. Overall, OYA has made significant progress since the FY 2001 cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has contracted with providers using evidence-based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact

recidivism rates. OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

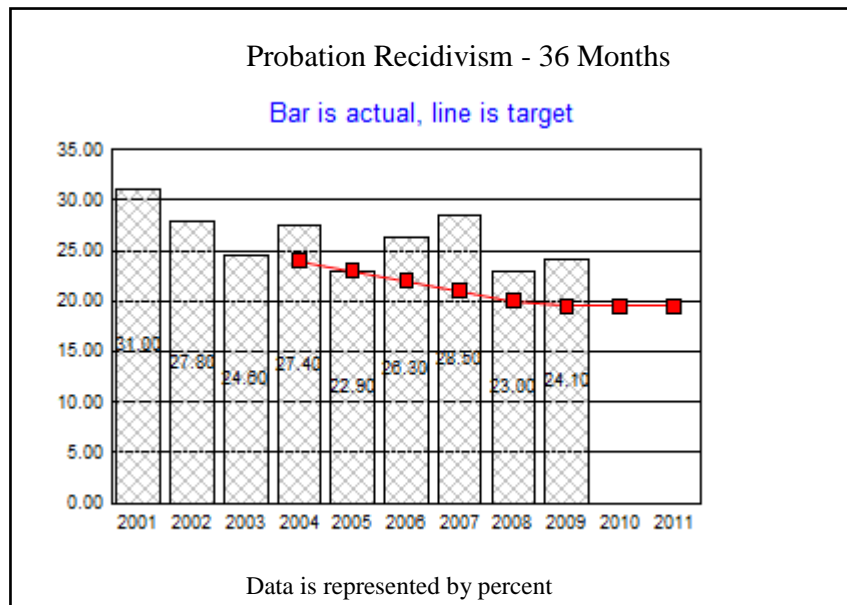
6. WHAT NEEDS TO BE DONE

- * Continue to match youth to programs based on individual risk and need factors.
- * Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas.
- * Continue focusing efforts on increasing youth engagement in work or school.
- * Continue to screen all youth committed to OYA probation for mental health and substance abuse service needs and make appropriate community referrals.
- * Provide additional capacity to assess and evaluate youth in community settings.
- * Continue to provide training on evidence-based services to OYA staff and community residential program staff.

7. ABOUT THE DATA

Twenty-four-month probation recidivism is based on juveniles committed to probation in FY 2010. OYA defines recidivism as comprised of four variables: (1) a group of people - youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #13c	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255a	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:

- * Implementing evidence-based practices for youth in community settings.
- * Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- * Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under OYA community supervision.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2008 cohorts. The targets set for FYs 2009 through 2011 are 19.8 percent.

3. HOW WE ARE DOING

Data show there has been a slight increase in recidivism rates of the FY 2009 cohort of probation youth tracked for a 36-month period compared to the FY 2008 cohort. Overall, recidivism rates have declined substantially since the FY 2001 probation cohort. OYA anticipates recidivism rates to remain at this level as a result of implementing evidence-based practices in the field and monitoring program fidelity.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a slight increase in 36-month recidivism rates reported for OYA-probation youth committed in FY 2009 compared to those committed in FY 2008. Overall, OYA has made significant progress since the FY 2001 cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has contracted with providers using evidence-based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact

recidivism rates. OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

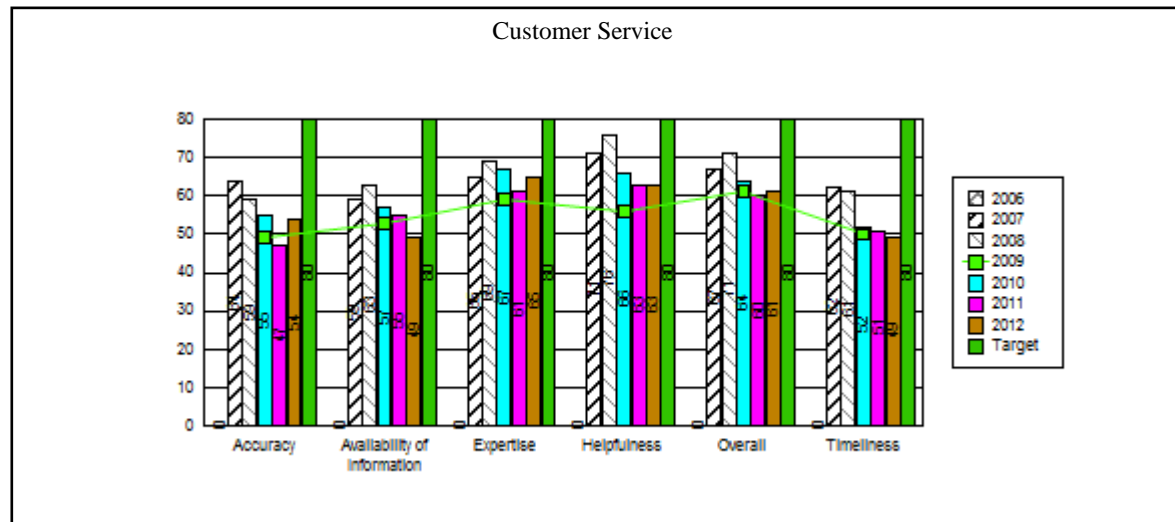
6. WHAT NEEDS TO BE DONE

- * Continue to match youth to programs based on individual risk and need factors.
- * Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas.
- * Continue focusing efforts on increasing youth engagement in work or school.
- * Continue to screen all youth committed to OYA probation for mental health and substance abuse service needs and make appropriate community referrals.
- * Provide additional capacity to assess and evaluate youth in community settings.
- * Continue to provide training on evidence-based services to OYA staff and community residential program staff.

7. ABOUT THE DATA

Thirty-six-month probation recidivism is based on juveniles committed to probation in FY 2009. OYA defines recidivism as comprised of four variables: (1) a group of people - youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #14	CUSTOMER SERVICE- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	CUSTOMER SERVICE - Excellence in public service.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) Assessment Report 262 Client and Family Customer Service Survey	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

OYA surveys youth and parents of youth terminated from OYA supervision, as they are the agency's most directly affected customers. The strategy for this performance measure includes:

- * Assessing the satisfaction of terminated youth and families regarding the agency's ability to provide timely and accurate services.
- * Responding with helpful information by capitalizing on the expertise and knowledge of OYA staff members.

2. ABOUT THE TARGETS

FY 2007 was the first year OYA surveyed youth and families of youth terminated from supervision with respect to customer satisfaction. Targets of 80 percent in each category for FY 2012 were established using FYs 2007 and 2008 as a baseline for the measure.

3. HOW WE ARE DOING

During FY 2012, the agency's customers were, in general, more satisfied with agency performance than FY 2011. The agency experienced increases in the good or excellent ratings of "Accuracy" (54% versus 47%) and "Expertise" (65% versus 61%). "Helpfulness" was rated the same in both years (63%). "Timeliness" saw a reduction in good or excellent service ratings (49% versus 51%). Overall, 61% of the agency's customers rated its services as good or excellent in FY 2012. The overall results indicate the agency continues to provide effective and efficient services to youth and families, while delivering on the agency's mission to protect the public and provide opportunities for youth reformation.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

Slightly more than 9 percent of youth and families of youth terminated from supervision during the fiscal year responded to the survey (see About Our Customer Service Survey for further information). Several factors may have limited the number of responses obtained. First, budget constraints influenced the amount of resources available for administering the survey. Second, to help customers feel more comfortable with providing feedback, surveys are anonymous; as a result, the agency cannot track survey respondents. This makes it impossible to target only non-responders with a reminder notice. Third, the demographics of our customer (delinquent youth and their families) may naturally affect their willingness to respond. Finally, the results we receive may indicate a selection bias and may represent multiple responses from the same family. These factors combined with the low survey return rate should be considered when interpreting these data.

6. WHAT NEEDS TO BE DONE

OYA is focused on methods to improve services to youth and families. These include:

- * implementing a Family Engagement Initiative to increase family involvement in agency policy development, as well as individual case planning and management.
- * implementing evidence-based treatment and training staff to consistently deliver treatment to youth;
- * enhancing communication between staff, our partners, youth, and families to maintain transparency with the public and agency stakeholders;
- * continuing to balance information sharing with a need for confidentiality and the treatment focus of the youth;
- * continuing to review the customer survey responses and develop a plan for continuous quality improvement of services and operations;
- * fully implementing monitoring measures to ensure contracted providers are delivering services according to OYA standards;
- * reviewing other customer service survey methodologies to determine whether a more effective, yet cost-efficient, survey process is viable; and
- * improving the readability of the existing surveys and adding questions related to the types of services a youth received as well as anonymous demographic information.

7. ABOUT THE DATA

This information is being reported for FY 2012. OYA chose to survey the youth and parents of those youth who were terminated from OYA supervision during FY 2012. The data for this measure came to OYA via two self-administered mail surveys: Final Service Survey Client and Final Service Survey Family. The surveyed population consisted of youth who were terminated from OYA supervision and their parents who had a deliverable mailing address in JJIS. If a survey was returned as undeliverable, OYA mailed the survey to the forwarding address if available. The survey methodology is essentially a convenience sample, as OYA attempts to survey everyone in the target populations. Because the survey does not depend on probability sampling, and the methodology does not support the use of confidence intervals in describing the results. OYA Research and Evaluation office extracts and reports the data. In FY 2012, the OYA received 100 surveys (39 from youth and 61 from family members), resulting in a return rate of 7.3 percent.

YOUTH AUTHORITY, OREGON**III. USING PERFORMANCE DATA**

Agency Mission: OYA's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

Contact: Fariborz Pakseresht, Director

Contact Phone: 503-373-7212

Alternate: Joe O'Leary, Deputy Director

Alternate Phone:503-373-7212

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

*** Staff :**

OYA places great value on input from staff, elected officials, stakeholders, and the public regarding development and revision of the agency's Key Performance Measures (KPMs). The ways in which staff actively participate in performance measurements are summarized below.

KPM 3 (YOUTH TO YOUTH INJURIES), KPM 4 (STAFF TO YOUTH INJURIES), and KPM 5 (SUICIDAL BEHAVIOR) - In previous reporting periods staff were involved in a workgroup to determine the key elements critical to incident reporting. This workgroup comprised field, facility, and central office staff. Recommendations were incorporated into the OYA Youth Incident Report (YIR).

KPM 7 (CORRECTIONAL TREATMENT), KPM 8 (EDUCATION SERVICES), KPM 9 (COMMUNITY REENTRY SERVICES), and KPM 10 (SCHOOL AND WORK ENGAGEMENT) - During previous reporting periods, field staff recommended the case audit process be revised. Staff feedback was incorporated and new protocols set in place to support the new process.

*** Elected Officials:**

Related to KPM 3 (YOUTH TO YOUTH INJURIES) and KPM 4 (STAFF TO YOUTH INJURIES) - OYA receives ongoing feedback from elected officials during regular budget presentations to the Public Safety Subcommittee of the Joint Ways and Means Committee

*** Stakeholders:**

OYA continues to solicit information from stakeholders regarding agency progress during regularly scheduled meetings. These meetings include:

* The OYA Advisory Committee, comprised of representatives from the Criminal Justice Commission (CJC),

Department of Human Services (DHS), Department of Education (ODE), Judicial Department (OJD), Juvenile Rights Project, Oregon tribes, Oregon Juvenile Department Directors Association (OJDDA), law enforcement, Crime Victims United, community residential providers, District Attorney Association, Coalition of Advocates for Equal Access for Girls, and other stakeholders.

* The Data and Evaluation subgroup of the Juvenile Justice Information Systems Steering Committee is comprised of representatives from Oregon Juvenile Department Directors Association (OJDDA) and OYA.

* Community Residential Provider Forums involve contracted community residential providers who discuss performance and other operational issues. OYA continues to solicit information from stakeholders regarding agency progress during regularly scheduled meetings.

* The agency's Second Chance Act Re-entry Grant Steering Committee provides guidance and recommendations to OYA regarding how to improve transition success. The steering committee is comprised of representatives from both public agencies and private industry.

*** Citizens:**

OYA continues to encourage citizen involvement in the development and revision of agency performance outcomes. Examples of this include surveying youth and families regarding their satisfaction with OYA services (KPM 14 - Customer Satisfaction); posting previous Annual Performance Progress Reports on the OYA Web site and encouraging citizens to provide input; and having a representative from Crime Victims United serve as a member of the OYA Advisory Committee, at which KPMs, particularly recidivism, are discussed.

2 MANAGING FOR RESULTS

OYA's Key Performance Measures help track outcomes related to the agency's mission of youth safety (injuries, suicide attempts, escapes, and runaways), accountability (restitution and risk/needs assessments), and reformation (intake, case planning, education, treatment, and transition). The OYA performance measurement system goes beyond tracking KPMs and includes: Performance-based Standards (PbS), Safety and Security reviews, the Correctional Program Checklist (CPC), and a performance management system.

Since 2010, OYA has been implementing an agency-wide performance management system (OPMS) to monitor the agency's key processes and determine agency effectiveness. The system involves measuring core agency processes through meaningful metrics (i.e., process and outcome measures), which allows the agency to determine overall effectiveness. All of these measures roll up into OYA's KPMs.

Through OPMS, OYA addresses opportunities and obstacles with speed and precision. To improve processes that

are not performing as well as expected, OYA employs a formal problem-solving methodology. For strategic initiatives, OPMS launches capability- and performance-breakthrough plans, which feature a rigorous and disciplined planning methodology used in conjunction with effective project implementation. In these ways, OYA can ensure it is successfully meeting its mission of providing effective reformation services to youth.

OYA recognizes the importance of using data to manage, and continues to focus its efforts in this area. A summary of how measures are used to manage the agency follows.

JJIS Reports - The OYA performance measurement system is supported by automated systems that generate regular reports used to track agency progress in the areas of youth and staff safety, incident responses, and youth reformation. As new programs are implemented, new automated reports are created (more than 400 reports currently are available). Examples of information obtained from automated reports include risk/needs assessments to be completed, case plan goals to be updated, and transition activities to be documented (KPMs 6, 7, and 9). Other reports extract information about which Individualized Education Plan (IEP) services youth received, whether youth were engaged in school or work within 30 days of commitment, and the degree to which youth meet restitution obligations (KPMs 8, 10 and 11). Assistant directors, facility program directors, and field supervisors can choose to automatically receive this information monthly. Additionally, KPM and other data are reviewed and discussed during regularly scheduled meetings of the OYA Cabinet and are shared throughout the year with field supervisors, facility superintendents, camp directors, the Statewide QI Committee, and QA Specialists.

Review of Critical Incidents - OYA has an established system of incident review that includes local management and assistant directors. All Youth Incident Reports (YIRs) are reviewed by local management; high-risk incidents are sent directly to the OYA assistant directors for attention. This streamlined reporting system ensures that important information related to youth and staff safety (KPM 15) is communicated immediately to the appropriate parties.

Agency Action Plan/Unit Improvement Plans/Breakthrough Initiatives (AAP/UIP/BIs) - OYA uses these plans to enable field and facility managers to organize and track areas for enhancement specific to their work unit and across work units. Information related to KPMs can be included, such as increasing the number of OYA risk/needs assessments completed within the designated time frame (KPM 6) and/or case plans completed within 60 days of placement (KPM 7). Local QI committees regularly review these plans.

Field KPM Workgroups - OYA field supervisors continue to provide input regarding methods of improving performance on each KPM. Recommendations are reviewed and implemented as appropriate.

Field Case Audits - OYA uses a standardized protocol which captures information about youth receiving transition services within 60 days of release.

Youth and Family Surveys - Data from customer satisfaction surveys (KPM 14) are used to measure how well the agency is meeting the needs of the youth and families it serves. The OYA Cabinet uses customer survey information to help determine agency priorities and generate strategies for improvement.

Performance-based Standards (PbS) and Safety/Security Reviews - These quality assurance processes assist the agency in determining progress in the areas of safety, reintegration, and reformation for close-custody facilities. The PbS data collection process takes place twice a year; safety/security reviews occur once every two years. These data are used by facility treatment managers to identify operational strengths and weaknesses, and to develop improvement plans.

Correctional Program Checklist (CPC) - OYA uses the CPC instrument to measure the degree to which OYA close custody living units and contracted community-based residential programs use correctional treatment practices and interventions shown to reduce recidivism (e.g., assessing risk, targeting treatment to each offender's risk level, using cognitive behavior and social learning treatment approaches). Findings from the CPC are used by program administration to generate improvement plans. This ongoing performance measurement provides a comprehensive picture of program integrity and enables OYA to determine how well it is achieving its mission of public safety and reformation, as well as strategic plan goals.

Multi-Disciplinary Team (MDT) Standards - OYA conducts Multi-Disciplinary Team (MDT) meetings to ensure youth receive the identified educational, vocational, and other transition services they need (KPMs 8 and 9). Checklists are used to ensure standards are met.

Continuous Quality Improvement (CQI) System - The agency continues to refine the CQI System to increase emphasis on using data to prioritize improvement areas and make agency decisions. The Statewide CQI Committee will continue to develop solutions to systemic issues and make recommendations to the OYA Cabinet based on data trends. Local CQI committee members and staff have been trained on using data to determine priorities for improvement (i.e., high risk/high frequency).

3 STAFF TRAINING

OYA continues to make a substantial investment in training staff on the value and practicality of performance measurements. These efforts include, but are not limited to, training in the areas of assessment interpretation, the

	<p>components of effective correctional programming, and fidelity measures. OYA requires that all new staff participate in a one-week New Employee Orientation training, and that direct-care staff receive an additional three weeks of training. As part of this process, staff are educated on the OYA mission and the Principles of Effective Correctional Intervention, which serve as the foundation on which treatment and programming are delivered. The training includes information about agency performance measures.</p> <p>New employees also are trained on the practical value of keeping youth safe. Training focuses on using cognitive behavior interventions and de-escalation techniques that have proved effective in managing aggressive youth behaviors. These training topics ultimately impact a number of KPMs including, but not limited to, KPMs 3, 4, 5, 12, and 13.</p> <p>To increase the accuracy of performance data and to better ensure youth are placed appropriately, OYA revised the Risk/Needs Assessment (RNA) training for staff whose position description includes using assessment tools and developing youth case plans. Training also includes information about KPM 6 and the role staff play in agency performance. This training is part of the agency's continuous effort to ensure staff understand the purpose of the RNA, how to effectively use the instrument, and how to develop comprehensive case plans to best meet the needs of youth. The agency continues to provide RNA refresher training on a quarterly basis.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff :</p> <p>OYA supports an open, transparent, and collaborative communications process with staff, elected officials, stakeholders, and the public. Information sharing occurs on a regular basis with these parties through a variety of avenues including site visits, electronic publications, newsletters, the Internet, regularly scheduled meetings, and formal presentations. Ways in which performance results are communicated include:</p> <p>Regularly scheduled meetings - Regular meetings include the OYA Cabinet, Statewide CQI Steering Committee, statewide OYA managers meeting, and meetings of the field supervisors, facility superintendents/camp directors, and quality assurance specialists.</p> <p>Site visits - During FY 2012 OYA executive staff visited all OYA field offices and close-custody facilities to meet with employees. As part of this process, unit strengths and areas of improvement were discussed.</p> <p>Electronic publications - OYA uses <i>Inside OYA</i>, a monthly electronic newsletter, to share KPM information with staff and stakeholders. Some facility treatment managers and field supervisors use this publication as a mechanism to engage staff on their roles and</p>

responsibilities in contributing to successful outcomes.

OYA Web site - All agency reports are posted on the official OYA Web site. Reports include previous annual performance progress reports, biennial report, and Senate Bill 267 progress reports, all of which detail agency progress in several performance areas.

OYA Intranet – OYA's Intranet includes a "dashboard" of outcome measures that enable staff to view the status of the agency's KPMs and other measures.

Automated JJIS reports - Staff have access to more than 400 reports that provide valuable performance information for assisting in managing individual caseloads.

*** Elected Officials:**

Oregon Legislature - In compliance with state statute, the agency presents its budget to the Legislature each biennium. This formal document, and the budget presentation include the agency's KPMs. During the budget hearings, legislators are afforded the opportunity to provide feedback on agency performance data and measures.

Local Public Safety Coordinating Councils (LPSCC) - Every county in Oregon has a public safety council comprised of representatives of the local public safety community including county commissioners, judges, district attorneys, citizens, county public safety agency heads, city police, citizens, and others. OYA field supervisors meet with LPSCCs regularly and share agency performance information.

*** Stakeholders:**

Electronic publications - OYA's monthly electronic newsletter, *Inside OYA*, is one method of sharing information with staff and stakeholders on agency activities, evidence-based practice research, and performance measurement data.

Regularly scheduled meetings with stakeholders in which information regarding agency performance is shared include OYA Advisory Committee meetings, which are conducted quarterly, Oregon Juvenile Department Directors Association (OJDDA) monthly partner meetings, and Community Residential Provider forums.

OYA Web site - All agency reports are posted on the official OYA Web site. Reports include previous annual performance progress reports, biennial reports, Senate Bill 267 progress reports, budget presentation documents, and newsletters, all of which detail agency progress in several performance areas.

*** Citizens:**

Committee Representation - Crime Victims United, CASA, representatives of the Juvenile Rights Project, retired law enforcement officers, and other citizens serve on a variety of committees in which feedback on agency performance is solicited.

Internet Accessibility - The agency's Web site, accessible by the public and agency partners, provides information frequently requested by users. A "contact us" button also appears on the Web site, which provides citizens with the ability to directly contact key OYA staff members. OYA's Web site (www.oregon.gov/OYA/) allows easy access to agency performance information for all individuals.

Information Requests - Citizens may request agency performance information through individual requests on the OYA Web site.

Oregon Youth Authority Facilities

Close Custody Facilities

Eastern Oregon YCF

- Burns
- 50 beds
- Serves exclusively a male sex offender population

Hillcrest YCF

- Salem
- 154 beds
- Several different male offender profiles
- Intake for males who may be subsequently sent to any male statewide facility

MacLaren YCF

- Woodburn
- 186 beds
- OYA's largest facility
- Serves a variety of populations including sex offenders, older male youth and the majority of male DOC population

North Coast YCF

- Warrenton
- 50 beds
- Serves a male population
- Focus on substance abuse issues

Oak Creek YCF/ Young Women's Transition Program

- Albany
- 60 beds
- Gender-specific facility providing intake and services for female youth

Rogue Valley YCF

- Grants Pass
- 100 beds
- Serves male youth with several different offense profiles, including sex offenders

Oregon Youth Authority Facilities

Tillamook YCF

- Tillamook
- 50 beds
- Exclusively serves a male sex offender population

Re-Entry Facilities

Camp Florence

- Florence
- 25 beds
- Serves male offenders

Camp Tillamook

- Tillamook
- 25 beds
- Serves male offenders

RiverBend Facility

- La Grande
- 50 beds
- Serves male offenders

Oregon Youth Authority Facilities

Facilities – Geographic Distribution

Youth Correctional Facilities

North Coast
1250 SE 19th Street
Warrenton, OR 97146

Tillamook
6700 Officer Row
Tillamook, OR 97141

MacLaren
2630 N Pacific Highway
Woodburn, OR 97071

Hillcrest
2450 Strong Road SE
Salem, OR 97302

Oak Creek / *YWTP
4400 Lochner Road SE
Albany, OR 97322

Rogue Valley
2001 NE F Street
Grants Pass, OR 97526

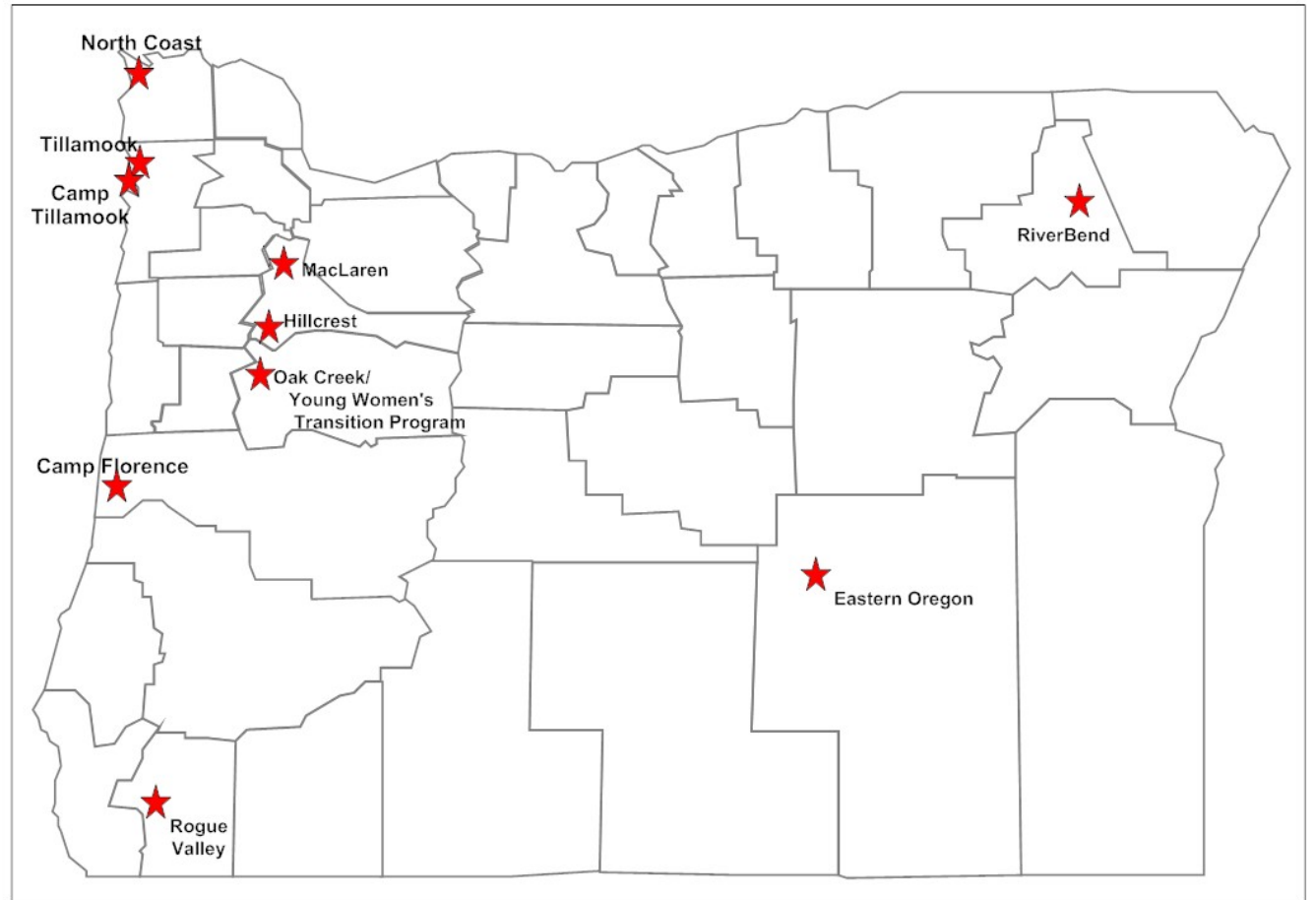
Eastern Oregon
1800 West Monroe
Burns, OR 97720

Re-Entry Facilities

Camp Florence
04859 South Jetty Road
Florence, OR 97439

Camp Tillamook
6820 Barracks Circle
Tillamook, OR 97141

RiverBend
58231 Oregon Hwy 244
La Grande, OR 97850



**Equal Access to Services
for
Female and Male Youth**

Report on House Bill 3576 (ORS 417.270)

Oregon Youth Authority

INTRODUCTION

On July 28, 1993, Governor Barbara Roberts signed into law House Bill 3576 (ORS 417.270), a law that, for the first time in Oregon, required state agencies serving children under the age of 18 to plan, implement and provide equal access to gender-appropriate services, and ensure parity in the allocation of moneys and services to males and females.

Senate Bill 1 (1995) established the Oregon Youth Authority (OYA) and charged OYA with the responsibility to “apply the equal access provisions of ORS 417.270 in the development and administration of youth correction facilities, programs and services....” OYA is pleased to submit this report outlining the agency’s efforts to ensure a continuum of gender-appropriate services for all youth offenders.

OUTLINE

This report is organized into five sections:

Section I details ORS 417.270, Oregon’s Equal Access statute.

Section II describes the youth served by the Oregon Youth Authority.

Section III describes the services provided by the Oregon Youth Authority.

Section IV describes OYA’s accomplishments for 2011-13.

Section V describes the Agency Plan for 2013-15.

Section I
ORS 417.270, Equal Access statute

ORS 417.270 requires that:

“(3) (a): Any state administrative agency that regularly provides services to minors shall, when the agency submits its annual budget to the Legislative Assembly, specify the percentages of moneys allocated to, and expended for, the two separate groups, males under 18 years of age and females under 18 years of age;

“(b): all state agencies providing human services and juvenile corrections programs shall identify existing disparities in the allocations of moneys and services to, and expended for, the two groups, males under 18 years of age and females under 18 years of age, and shall document such disparities, if any, for the purpose of reporting the information to the next session of the Legislative Assembly; and

“(c): The state agencies described in subsection (1) of this section shall:

(A) Develop a plan to implement equal access to appropriate services and treatment, based on presenting behaviors, for both male under 18 years of age and females under 18 years of age, by January 1, 1995; and

(B) Monitor the implementation and result of newly enacted legislation intended to improve services for females under 18 years of age.”

“(4): As used in subsection (3) (b) of this section, disparities include, but are not limited to, disparities in:

“(a) the nature, extent and effectiveness of services offered for females under 18 years of age within the areas of teen pregnancy, physical and sexual abuse, alcohol and drug abuse, services offered for runaway and homeless females under 18 years of age and services offered for females under 18 years of age who are involved in gangs or other delinquent activity; and

“(b) The equity of services offered to at-risk children and youth with respect to gender within the areas of physical and sexual abuse, alcohol and drug abuse and service offered to runaway and homeless children and youth.”

Section II

Youth served by the Oregon Youth Authority

ORS 417.270 requires state agencies to submit documentation regarding funds allocated to and expended for males and females under the age of 18. SB 1 mandates that the Oregon Youth Authority serve offenders to age 25, and the data and information in this report reflect the entire population served by OYA, not just youth under the age of 18.

OYA has taken the position that continuums of gender-specific and culturally appropriate care and services will be available to all offenders under OYA custody, regardless of age. OYA provides services to offenders, ages 12 to 25, who have committed a crime prior to their 18th birthday. These youth are either adjudicated in juvenile court and committed to OYA, or are committed to the Oregon Department of Corrections but, due to their age, are placed in the physical custody of OYA. OYA works in collaboration with county juvenile departments and DOC to provide services to youth under both adult and juvenile court jurisdictions.

Every two years, OYA conducts the “Mental Health Gap Survey,” which is a snapshot of the profile of youth in the system on April 1 of that year. The 2012 survey shows the gender breakdown as follows:

	Facility		Community		Totals	
Females	47	6%	144	14%	191	11%
Males	691	94%	869	86%	1560	89%
Total Number of Youth	738	100%	1013	100%	1751	100%

2012 Mental Health Gap Survey, April 1, 2012

The percentage of young women being served by OYA has decreased slightly to 11% of the total population of youth. The age of youth served is continuing to trend upward. Forty percent of youth served in the community and 64% of youth in correctional facilities are over the age of 18. (Source: 2012 Mental Health Gap Survey, April 1, 2012).

Age	12-13		14-15		16-17		18-20		21+		Totals
Community Youth	18	2%	136	13%	460	45%	343	34%	56	6%	1013
Facility Youth	7	1%	51	7%	209	28%	351	48%	120	16%	738
Total Number of Youth in age range	25	1%	187	11%	669	38%	694	40%	176	10%	1751

2012 Mental Health Gap Survey, April 1, 2012

The following charts (using data obtained from the 2012 OYA Mental Health Gap Survey and JJIS) demonstrate the similarities and differences in the criminal activity and social characteristics between the young women and young men served in 2012:

Criminal Activity	Females		Males	
	Community	Facility	Community	Facility
Arson	3%	6%	1%	1%
Behavioral	9%	4%	4%	2%
Drugs	13%	17%	6%	3%
Person	38%	36%	17%	22%
Property	33%	32%	35%	33%
Sex Offense	5%	0%	32%	36%
Weapon	0%	4%	5%	3%

Amounts are rounded to the nearest percentage.

Social Characteristics	Females		Males	
	Community	Facility	Community	Facility
Abuse or Dependence on drugs and/or alcohol	60%	92%	52%	67%
Biological parents have a history of drug and/or alcohol abuse	69%	79%	58%	56%
Currently taking psychotropic medication	38%	68%	21%	35%
Diagnosed with an Axis I diagnosis (excluding conduct disorder)	56%	94%	26%	57%
Diagnosed with anxiety or trauma disorders	31%	53%	8%	12%
Diagnosed with mood disorders	27%	53%	8%	27%
One or more suicide attempts in the past three years	15%	38%	1%	8%
Biological parents have a psychiatric history	31%	64%	22%	20%
Documented history of sexual abuse	33%	51%	13%	16%
Documented history of physical abuse	31%	62%	20%	23%
Documented history of emotional abuse	28%	60%	26%	22%
Documented history of neglect	40%	57%	28%	20%
Documented IQ of 80 or below	37%	75%	25%	25%
Youth who are the biological parent of a child	10%	11%	13%	17%

Section III

Services provided

OYA's commitment to gender-specific services

The OYA Advisory Committee has representation from the Coalition of Advocates for Equal Access for Girls, and the Coalition of Advocates for Equal Access for Girls has OYA representation on its board. Additionally, OYA has been involved in development of the *Gender-Responsive Standards and Assessment Tool for Girls' Programs* (G-SAT for Girls' Programs) through collaboration with and support of the Coalition for Equal Access for Girls in their application for a grant to develop and pilot the G-SAT (Oak Creek YCF being one of the pilot sites). OYA program analyst staff and managers participated in the training on the G-SAT and in the implementation of the G-SAT for Girl's Programs by integrating it as part of the biennial program review for residential programs for girls and for Oak Creek YCF.

At Oak Creek Youth Correctional Facility, Dialectical Behavior Therapy experts continue to be contracted with to provide training, consultation, and technical assistance around the provision of Dialectical Behavioral Therapy (DBT) as the core component of the treatment services provided. OYA currently is working to contract with an expert in gender-specific treatment to develop a female-specific version of the newly developed treatment for youth with sexual offending histories.

Risk and Needs Assessment

All youth committed to OYA undergo the OYA Risk and Needs Assessment. This instrument is used to assess criminogenic factors related to a youth's criminal behavior (e.g., attitudes, aggressiveness, and peer associations) and non-criminogenic factors (e.g., severe emotional disturbance, learning disability, and mental health problems), which need to be addressed before a youth can fully function in society. The RNA is most effective when used to assess the dynamic or changeable risk factors and related treatment needs of youth.

OYA has developed two additional risk assessment tools with high reliability for assessing the public risk posed by youthful offenders. The OYA Recidivism Risk Assessment (ORRA) predicts the likelihood a youth will recidivate with a felony conviction or adjudication within 36 months of commitment to probation or release from OYA close custody. The OYA Recidivism Risk Assessment for Violent Crime (ORRA-V) predicts the likelihood a youth will be convicted or adjudicated for a violent felony crime within 36 months of commitment to probation or release from OYA close custody. The model assesses risk for violent or threatening crimes that result in—or could result in—physical harm. ORRA and ORRA-V scores are based solely on static factors (e.g., prior felony drug or alcohol referral, age at release from close custody or start of probation, number of prior runaway referrals, prior weapons offense), and do not change over time.

Overall, Risk and Needs Assessments are primary tools in developing comprehensive, individualized case plans for each offender that address treatment, custody, and transition requirements and goals. Progress is measured through re-assessment, which includes review by a multi-disciplinary

team involving custody, treatment, and education staff and youth family members. Re-assessment occurs at regular 90-day intervals and after significant events such as a change in a youth's placement, parole revocation, and changes to risk or protective factors.

Using the RNA to identify level of treatment need and the ORRA and ORRA-V to identify public risk, OYA can now consider both dynamic and static risk factors together to inform decision-making regarding where and for how long youth would be most appropriately placed – in close custody facilities, community residential treatment programs, in foster care, or at home. This capability will be crucial in making population management decisions related to close-custody capacity and community residential capacity anticipated for the 2013-15 biennium.

Continuum of Services

OYA provides a continuum of services and programs for youth that are gender-specific and based on research and best practices. OYA screens for mental health problems which have been traditionally under-diagnosed in juvenile justice populations, and particularly with young women. Research confirms that gender makes a difference in how an offender's treatment should be provided, and what issues should be addressed. One example is that trauma and Post-Traumatic Stress Disorder (PTSD), which are prevalent in female corrections populations, are more associated with delinquency in female youth offenders than male youth offenders. A multi-disciplinary team (MDT) process guides the planning and resource development for each youth based on the individualized needs identified during the assessment process. OYA's community-based services are provided in collaboration with community partners, including the county juvenile departments, mental health departments, the Oregon Health Authority, Department of Human Services, and other community-based service providers, some of whom are under direct contract with OYA. Co-management agreements with county juvenile departments stress individualized planning for each youth offender, and include a commitment to provide a full continuum of gender-appropriate and culturally relevant services through State Diversion, Juvenile Crime Prevention funds, and Individualized Service funds. Each community develops its own process, resources, and services to reflect the needs of its youth through collaborative planning, and each county contracts for individualized services to customize services and interventions needed in the local area.

Sixty-eight percent of youth in close custody and 53 percent of youth in the community have been diagnosed as having substance abuse or dependency issues. These numbers have actually declined since 2010. Significantly more young women than young men in close custody have these conditions. Research links substance abuse/dependency to an increased risk for re-offense. In 2009, OYA received a grant from OJJDP to design a reentry infrastructure for youth returning to the community from close custody, and the most recent OYA research at that time revealed that that youth with AOD issues were 4.5 times more likely to be sentenced for a new felony within one year of release than youth without those issues. The prevalence of mental illness and addictions in young women involved with OYA continues to be an area of concern, and OYA continues to provide appropriate, gender-specific treatment services to address these issues. Young female offenders with severe mental health and/or addiction problems require specific and intensive treatment interventions and resources to address these risk factors. In addition to Cannabis Youth Treatment and Pathways to Self-Discovery and Change, which are available to both males and females in OYA close custody, Seeking Safety is used with females in close custody and an adapted version specifically for males is used with OYA's male close-custody population.

Young women in juvenile corrections also have a high prevalence of trauma and abuse histories, which, coupled with addictions issues, requires that AOD programming be integrated with physical health care, psychiatric, and trauma-informed services to support their treatment. Due to the high prevalence of AOD and mental health conditions, the Oak Creek Youth Correctional Facility has incorporated Dialectic Behavioral Therapy (DBT) as the core component for programming within the facility. Additionally, the Seeking Safety curriculum is specifically designed to address co-occurring trauma and chemical dependency treatment needs.

Treatment services for both male and female youth with sex offending issues focus on both risk and needs of the individual youth. The goal of treatment is to reduce offending behaviors and provide opportunity to gain skills and competencies that enable youth to lead productive and non-offending lives. Treatment approaches are gender-appropriate and address the specific needs of male and female youth. A curriculum has been developed and is being piloted to support sex offender treatment in the facilities; the curriculum is being adapted to be gender-specific.

Community Placement Services

On April 1, 2012, OYA had 1,013 youth in the community. Of those youth, 144 were female and 869 were male. OYA has a continuum of dedicated community-based residential resources and supports for youth offenders. OYA's community continuum for young women includes all levels of service ranging from foster care to specialized programs for pregnant/parenting young women or young women with mental health and/or drug and alcohol issues, to programs that prepare them for independent living. The percentage of young women served in community residential placements ebbs and flows. Currently there are 81 young women placed in community residential programs, which accounts for 15 percent of the total contracted residential placements, and is about double the population of young women in OYA close custody. OYA has 71 beds dedicated to young women, with another 32 beds which are gender-neutral. Given that girls generally present at a lower risk to recidivate, the community residential continuum is an imperative resource to divert young women from close-custody facility placement.

OYA has a small foster care system with resources around the state. Of approximately 35 homes, nine are certified to provide foster care to young women, with a 10th scheduled to complete certification by fall 2012. Foster parent training includes information and awareness about issues such as child/adolescent development, mental health, substance abuse, trauma, grief, and loss. Foster parents provide a stable, secure living environment for young women and model positive behaviors and choices. They support the youth's educational and vocational efforts and assume other parenting roles such as teaching critical thinking skills, providing positive discipline, holding the youth accountable and knowing the youth's friends and whereabouts.

OYA also contracts with private child caring agencies for community residential beds in both program-based and proctor care-based settings. Youth are served in proctor care or residential program settings depending on the type of service determined to be the most appropriate based on the youth's level of public safety risk and identified needs. Residential programs are gender-specific and proctor care-based programs serve youth in foster homes separated by gender. All community residential program contracts require that gender-appropriate supports and services be provided or made available to youth.

Services are provided by the contracted provider program and through outpatient services in local communities, which are coordinated by the program. The youth's OYA case planning process determines which services are necessary. Youth participate in educational and/or vocational services and individual, group, and family skill-building around daily living skills, behavior management, social skills, job search and support, and independent living skills. Psychiatric and mental health services are provided, including medication management and counseling to address specific issues. Sex offender treatment, alcohol and drug education/treatment/support groups, physical health care, and transition and aftercare services also are provided or coordinated through the contracted provider programs. Programs offer gender-specific support and education regarding family planning, physical health care, and wellness needs.

Along with providing placements for young women in residential programs as described above, OYA has a number of contracts for specialized services. OYA contracts with Morrison Center Rosemont and Looking Glass Pathways for Girls for specialized programs for young women with primary mental health and/or drug and alcohol diagnoses. These programs provide all of the same services as other residential programs, with additional intensive services around mental health and drug and alcohol intervention. OYA also contracts with the Salvation Army White Shield program, which serves pregnant and parenting young women focusing on both correctional treatment and parenting skills. In 2012, OYA began contracting with the Salvation Army Wildflowers program, providing services to young women with a history of involvement in sex trafficking.

Independent living programs are available throughout the state for youth who are 17-½ or older with no viable community living resource, and who are working toward a transition to their own apartment, a college dormitory or other independent living situation. Youth can be in an independent living program for 60-120 days, where they focus on developing independent living skills, including budgeting, nutrition and meal planning, and accessing resources such as housing and medical care.

Close-custody services

Close-custody programs provide treatment services focusing on skills and competency development. Services are designed to target the specific risks for future criminality posed by each youth offender. Services are provided individually, or in groups, and are designed to be gender-appropriate in terms of materials and presentation.

Females make up 6 percent of OYA's close-custody population and are served exclusively at the Oak Creek Youth Correctional Facility. Oak Creek provides a full continuum of gender-specific and evidence-based services and programs for young women in a single-gender facility. Dialectical Behavioral Therapy (DBT) has been incorporated into all aspects of the facility and ongoing support and technical assistance through Portland DBT ensures fidelity to the model.

DBT is a treatment model that focuses on the complexities of persons suffering from mental health conditions and exhibiting self-destructive behaviors including, but not limited to, suicidal ideation, eating disorders, cutting behaviors, and substance abuse. DBT addresses behavioral dyscontrol and emotional dysregulation through an intricate process of validating and accepting the youth while consistently focusing on behavioral

change through learning and practice of new skills, reinforcement of positive responses to circumstances that have triggered self-destructive responses and preventing avoidance by learning new methods for dealing with negative emotional responses to stressors.

Other gender-specific treatment services at Oak Creek include:

- Girls' Circle focuses on increasing connections, building on strengths, and developing resiliency.
- Women's Circle is a variation of Girls' Circle, developed for women 18 and older.
- Seeking Safety integrates the treatment of Post Traumatic Stress Disorder and chemical dependency.
- Growing Beyond is a workbook designed for young women who have committed sexual offenses.
- Voices focuses on self concept, self expression, interpersonal connections, and healthy living.
- Parenting Inside Out assists with crucial parenting skills and bonding/attachment behaviors between parent and child.
- The Go GRRRLS Workbook is a workbook providing developmental tasks for girls in early adolescence, including achieving a competent gender role identification, establishing an acceptable body image, developing a positive self-image, developing satisfactory peer relationships, establishing independence through responsible decision-making, understanding sexuality, learning to obtain help and access resources, and learning to plan for the future.
- Aggression Replacement Training is adapted with all of the moral reasoning scenarios reframed for female situations.

Males make up 94 percent of OYA's close-custody population and are served at six of its close-custody facilities: Eastern Oregon Youth Correctional Facility (YCF), Hillcrest YCF, MacLaren YCF, North Coast YCF, Rogue Valley YCF, and Tillamook YCF. Intake for all the male facilities has been centralized at Hillcrest. Correctional treatment services are based in evidence-based cognitive-behavioral methodologies, and curricula are evaluated for efficacy in relationship to the population(s) being served. At present, 31 evidence-based curricula have been approved for use by the OYA Curriculum Review Committee. Of note, Parenting Inside Out also is being provided to male youth offenders.

Transition Programs

Transition programs provide a transition from secure close custody facilities back into community settings. These programs are still considered 'close custody,' offering youth an alternative, appropriate level of care based on the youth's level of risk for re-offending. These programs allow offenders to continue their treatment in environments which provide opportunities to practice new skills in the community and emphasize a graduated skills development approach where youth continue to practice and refine their new pro-social skills in different and more challenging environments. Youth have varying options for community activities, such as work crews, employment, education, and vocational training depending on their identified needs and risk levels, as well as need to pay restitution.

The Young Women's Transition Program exclusively serves female offenders. Due to ongoing budget constraints, the Young Women's Transition Program is temporarily operational in one of the living units at Oak Creek. The full continuum of transition services continues to be available to the young women, including community activities and work programs.

Youth in the Young Women's Transition Program are offered individualized and group transition planning, including obtaining the necessary documents for an Oregon Identification card, employment and/or college planning and preparation, and community resource and life skills development. During the daytime hours, YWTP youth attend school or work. For high school graduates, the program offers a supervised work crew and has recently re-introduced an unsupervised community work program for eligible youth. Regularly scheduled community outings occur in the evening. The youth attend Transition group in the afternoon, during which time they work on their individual goals or rehearse skills in the community through planned activities. Additionally, the girls have participated in community service programming by crafting and donating items to local community non-profit organizations. Through the transition program, opportunities exist for in-person screenings for future placements, intake appointments with community providers, and transition visits to the community where a youth will be paroling, which may include a job search, college visit, and/or face-to-face meeting with her parole officer. When not engaged in any of the above activities, YWTP youth participate in unit treatment groups.

Male offender transition programs are located at Camp Florence, Camp Tillamook, and RiverBend Youth Correctional Facility. These programs also offer a variety of educational, vocational, and independent living skill development opportunities.

Education/Vocational Training

All youth in OYA custody have access to education and vocational training services. Individualized instruction is available to assist youth in obtaining General Equivalency Diplomas (GEDs) or high school diplomas. In close custody, 45 percent of females receive Individualized Educational Program (IEP) services, compared to 26 percent of males. In the community, 31 percent of females and 31 percent of males receive IEP services. College coursework is available to those youth who already have completed their high school education. Vocational services include vocational assessments, career interest exploration, pre-employment skills development (interviewing skills, resume development and writing, job application skills, and skills training in 'employability' such as communication, problem solving, and work ethics).

Allocations of funds and services

OYA continues to place emphasis on equity of service provision and funding, based on individual offenders' criminogenic risks and needs. A comparative analysis of moneys spent compared to populations served is reflected below:

Type of Service	Male Offenders		Female Offenders	
Community Placement and Individualized Services \$59.1 Million	83% population	84% expenditures	17% population	16% expenditures
Close Custody Facilities \$159.6 Million	93% population	90% expenditures	7% population	10% expenditures
Total:	88% Population	88% Expenditures	12% Population	12% Expenditures

Section IV

Accomplishments for 2011-13

Specific accomplishments related to this statute include:

- Completion of the new Young Women's Transition Program, built with Go Oregon funding, on the Oak Creek Youth Correctional Facility (OCYCF) grounds. The building is not currently being used as part of OYA's 2010-2011 savings plan. Transitional programming is being provided out of OCYCF.
- Pilot implementation of Youth Reformation System initiative in the community and the facilities to match youth with the most appropriate and cost-effective treatment services, placement resources and other services by reviewing current needs for levels and types of care/services and realigning resources to match need.
- Initiation of incentives/reinforcers/graduated sanctions both in the community as part of the re-entry grant and within the facilities to support youth in maintaining behavioral expectations and in holding them accountable for the choices they make.
- Full implementation of a comprehensive referral process for community-based services, including standardization of documentation and information-sharing to ensure that youth receive timely and appropriate services based on their case plan goals and objectives.
- Initiation of planned vocational program improvements to support youth's education/vocation goals
- Developed a centralized model for delivery of health care ensuring community standards of care for acute care needs, chronic disease care, dental care, psychiatric care, STD testing, chronic care, preventative care, and health care education.

Section V

Agency Plan for 2013-15

Specific goals related to this statute include;

- Continue to explore options for the development of a specialized living unit at Oak Creek YCF to support the population of young women who have extraordinary needs which would be better served in a smaller, less stimulating milieu with a higher staffing pattern
- Continue to utilize Youth Reformation System data to help inform public safety risks for youth leaving close custody and moving into less restrictive levels of care
- Fully implement the Youth Reformation System initiative to ensure that youth are placed in the level of care/type of service identified as most appropriate for their risks and needs
- Establish a process for ongoing review and realignment of resources to support the changing needs of youth in OYA custody, ensuring an appropriate continuum of culturally competent and gender specific-services
- Continue to develop training programs to support a staff which is skilled in planning services which are culturally competent and gender-specific
- Continue to focus on the goals/objectives from the Juvenile Justice Symposium held in 2010
- Continue to evaluate how the re-entry strategies developed through the OJJDP grant affect recidivism and continuing to improve transition and re-entry services to maximize opportunities for successful community reintegration
- Continue to develop procedures for identifying youth at risk for suicide and preventing suicide attempts
- Continue to explore and expand education and vocational opportunities for youth to enhance their employability



FINAL SAFETY SURVEY - CLIENT

Please think about your entire experience while you were at Oregon Youth Authority (OYA) and choose the best answer to indicate your response to each statement. When we talk about staff member in this survey, we are talking about any adult assigned by OYA to work with or help OYA youth. Staff members work or volunteer in facilities, parole and probation offices, residential programs, proctor homes and foster homes and include treatment providers.

While I was at OYA,	YES	NO
I spent time in a youth correctional facility.		
I spent time in a youth residential treatment program or proctor home.		
I spent time in a foster home.		

Youth safety is a priority for the Oregon Youth Authority (OYA).

If you answer yes to any of the questions; please include names, dates, witnesses, location and any other information you can remember. This will assist us in investigating your concerns.

While I was with OYA,	YES	NO
1. Did a staff member EVER deny you contact with your family? If yes, did you receive an explanation why you were denied contact?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you have any specific concerns about the way any staff person treated you while you were at OYA? If yes, who was it and what was the concern?	<input type="checkbox"/>	<input type="checkbox"/>
3. Were you EVER fearful for your safety? If yes, what was the reason?	<input type="checkbox"/>	<input type="checkbox"/>
4. Did you EVER receive any physical contact from a staff person that made you feel uncomfortable? If yes, who was it and what was the issue?	<input type="checkbox"/>	<input type="checkbox"/>

While I was with OYA,		YES	NO
5.	Did a staff member EVER offer you a loan, gift, special favors, special attention, or special consideration of any kind that seemed out of the ordinary, made you uncomfortable, and that was not part of an official or posted incentive/treatment plan? If yes, who was it and what was the issue?	<input type="checkbox"/>	<input type="checkbox"/>
6.	Did you EVER feel uncomfortable with something that a staff member said to you? If yes, who was it, what was said and why did it make you uncomfortable.	<input type="checkbox"/>	<input type="checkbox"/>
7.	Did a staff member EVER ask you not to tell about something they were doing? If yes, who was it and what was the issue?	<input type="checkbox"/>	<input type="checkbox"/>
8.	Did a staff member EVER ask you to do something you knew was against the rules? If yes, who was it and what was the issue?	<input type="checkbox"/>	<input type="checkbox"/>
9.	Did a staff member EVER offer or provide you with tobacco, alcohol, illegal drugs, non-prescribed prescription medication, weapons or any pornographic material? If yes, who was it, what did they provide, when and where?	<input type="checkbox"/>	<input type="checkbox"/>

While I was with OYA,		YES	NO
10.	Did a staff member EVER disclose private or personal information to you such as personal phone numbers, home address information, personal pictures, or information about other staff members or other offenders? If yes, who was it, what was disclosed, when and where?	<input type="checkbox"/>	<input type="checkbox"/>
11.	Did a staff member EVER discipline you by restricting any of the following: regular meals, sufficient sleep/bedding, sufficient exercise, medical care, mail privileges, religious services, or legal services? If yes, who was it, what was restricted, when and where?	<input type="checkbox"/>	<input type="checkbox"/>
12.	Since leaving OYA, have you EVER had contact with any staff member (either in person, by mail, phone, email or internet) that did not appear to be professional in nature? If yes, who was it, how did they contact you and what was the issue?	<input type="checkbox"/>	<input type="checkbox"/>
13.	During your stay with OYA did you know who to talk to or how to file a complaint if you were concerned about your safety or the behavior of a particular staff member?	<input type="checkbox"/>	<input type="checkbox"/>
14.	Did you EVER experience any form of retaliation or “payback” from a staff member for reporting a concern? If yes, who was it, when, where, what was the retaliation?	<input type="checkbox"/>	<input type="checkbox"/>

While I was with OYA,		YES	NO
15.	Is there anything else you would like to report regarding your answers in this survey or about youth safety and your treatment while in OYA custody? If yes, please explain:	<input type="checkbox"/>	<input type="checkbox"/>

Additional Information:

The OYA Professional Standards Office investigates safety concerns and complaints.
Would you like to be contacted by the Professional Standards Office? **YES** **NO**

IF YES, PLEASE FILL OUT THE INFORMATION BELOW. IF NO, PLEASE LEAVE BLANK.

Your Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone Number: () _____ Best time to reach you? _____

You may also call the OYA Hotline and leave your name, phone number and a brief description of your complaint/issue. A Professional Standards Office representative will return your call as soon as possible.

OYA Hotline 1-800-315-5440

Statistical Information:

(NOTE: This information is voluntary and you do NOT have to answer these questions.)

- How old are you today? (please write age in years in the box)

- What is your sex/gender? (please circle one): Male Female

- What is your primary race/ethnicity? *(Please check one only.)*
 African American Asian Caucasian Hispanic Native American

Thank you for completing and returning this survey in the envelope provided as soon as possible.



FINAL SAFETY SURVEY - FAMILY

Please think about your entire experience while your child was at Oregon Youth Authority (OYA) and choose the best answer to indicate your response to each statement. When we talk about staff member in this survey, we are talking about any adult assigned by OYA to work with or help OYA youth. Staff members work or volunteer in facilities, parole and probation offices, residential programs, proctor homes and foster homes and include treatment providers.

While my child was at OYA,	YES	NO
My child spent time in a youth correctional facility.		
My child spent time in a youth residential treatment program or proctor home.		
My child spent time in a foster home.		

Youth safety is a priority for the Oregon Youth Authority (OYA).

If you answer yes to any of the questions; please include names, dates, witnesses, location and any other information you can remember. This will assist us in investigating your concerns.

	While my child was with OYA,	YES	NO
1.	Did a staff member EVER deny you contact with your child? If yes, did you receive an explanation why you were denied contact?	<input type="checkbox"/>	<input type="checkbox"/>
2.	Do you have any specific concerns about the way any staff person treated you or your child while at OYA? If yes, who was it and what was the concern?	<input type="checkbox"/>	<input type="checkbox"/>
3.	Were you EVER fearful for your child's safety or did your child EVER report being fearful for his/her safety? If yes, what was the reason?	<input type="checkbox"/>	<input type="checkbox"/>
4.	Did your child EVER receive any physical contact from a staff person that made you or your child feel uncomfortable? If yes, who was it and what was the issue?	<input type="checkbox"/>	<input type="checkbox"/>

While my child was with OYA,		Yes	No
5.	Did a staff member EVER offer your child a loan, gift, special favors, special attention, or special consideration of any kind that seemed out of the ordinary, made you or your child uncomfortable, and that was not part of an official or posted incentive/treatment plan? If yes, who was it and what was the issue?	<input type="checkbox"/>	<input type="checkbox"/>
6.	Did you EVER feel uncomfortable with something that a staff member said to you or your child? If yes, who was it, what was said and why did it make you uncomfortable.	<input type="checkbox"/>	<input type="checkbox"/>
7.	Did a staff member EVER ask you or your child not to tell about something they were doing? If yes, who was it and what was the issue?	<input type="checkbox"/>	<input type="checkbox"/>
8.	Did a staff member EVER ask you or your child to do something you knew was against the rules? If yes, who was it and what was the issue?	<input type="checkbox"/>	<input type="checkbox"/>
9.	Did a staff member EVER offer or provide your child with tobacco, alcohol, illegal drugs, non-prescribed prescription medication, weapons or any pornographic material? If yes, who was it, what did they provide, when and where?	<input type="checkbox"/>	<input type="checkbox"/>

While my child was with OYA		Yes	No
10.	<p>Did a staff member EVER disclose private or personal information to you or your child such as personal phone numbers, home address information, personal pictures, or information about other staff members or other offenders? If yes, who was it, what was disclosed, when and where?</p>	<input type="checkbox"/>	<input type="checkbox"/>
11.	<p>Did a staff member EVER discipline your child by restricting any of the following: regular meals; sufficient sleep/bedding; sufficient exercise; medical care; mail privileges; religious services; or legal services? If yes, who was it, what was restricted, when and where?</p>	<input type="checkbox"/>	<input type="checkbox"/>
12.	<p>Since leaving OYA, have you or your child EVER had contact with any staff member (either in person, by mail, phone, email or internet) that did not appear to be professional in nature? If yes, who was it, how did they contact you and what was the issue?</p>	<input type="checkbox"/>	<input type="checkbox"/>
13.	<p>While your child was at OYA, did you know who to talk to or how to file a complaint if you were concerned about your child's safety or the behavior of a particular staff member?</p>	<input type="checkbox"/>	<input type="checkbox"/>
14.	<p>Did you or your child EVER experience any form of retaliation or "payback" from a staff member for reporting a concern? If yes, who was it, when, where, what was the retaliation?</p>	<input type="checkbox"/>	<input type="checkbox"/>

While my child was with OYA,		Yes	No
15.	Is there anything else you would like to report regarding your answers in this survey or about youth safety and your child's treatment while in OYA custody? If yes, please explain.	<input type="checkbox"/>	<input type="checkbox"/>

Additional Information:

The OYA Professional Standards Office investigates safety concerns and complaints.
Would you like to be contacted by the Professional Standards Office? **YES** **NO**

IF YES, PLEASE FILL OUT THE INFORMATION BELOW. IF NO, PLEASE LEAVE BLANK.

Your Name: _____

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City: _____ State: _____ Zip Code: _____

Phone Number: _____ () _____ Best time to reach you? _____

You may also call the OYA Hotline and leave your name, phone number and a brief description of your complaint/issue. A Professional Standards Office representative will return your call as soon as possible.

OYA Hotline 1-800-315-5440

Statistical Information:

(NOTE: This information is voluntary and you do NOT have to answer these questions.)

- How old is your child today? (please write age in years in the box)
- Your child is (please circle one): Male Female
- What is your primary child's primary race/ethnicity? *(Please check one only.)*
 African American Asian Caucasian Hispanic Native American

Thank you for completing and returning this survey in the envelope provided as soon as possible.



FINAL SERVICE SURVEY - CLIENT

Please think about your entire experience while you were at Oregon Youth Authority (OYA) and choose the best answer to indicate your response to each statement. When we talk about staff member in this survey, we are talking about any adult assigned by OYA to work with or help OYA youth. Staff members work or volunteer in facilities, parole and probation offices, residential programs, proctor homes and foster homes and include treatment providers.

While I was at OYA,	YES	NO
I spent time in a youth correctional facility.		
I spent time in a youth residential treatment program or proctor home.		
I spent time in a foster home.		

While I was with OYA,		YES	NO
1.	The services I received will help me to live crime-free.	<input type="checkbox"/>	<input type="checkbox"/>
2.	I was provided services by OYA that helped me to prepare for living in the community.	<input type="checkbox"/>	<input type="checkbox"/>
3.	My case plan included goals for services that were important to me.	<input type="checkbox"/>	<input type="checkbox"/>
4.	Staff helped me get the services I needed.	<input type="checkbox"/>	<input type="checkbox"/>
5.	I received the treatment that I needed, such as drug and alcohol, anger management, sex offender, etc.	<input type="checkbox"/>	<input type="checkbox"/>
6.	If you are required to register as a sex offender, staff provided those instructions to you. I am not required: <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Staff answered my questions in a way that I could understand.	<input type="checkbox"/>	<input type="checkbox"/>
8.	The services I received fit in with my cultural beliefs.	<input type="checkbox"/>	<input type="checkbox"/>
9.	I was treated with respect.	<input type="checkbox"/>	<input type="checkbox"/>

Please rate the following items:		Excellent	Good	Fair	Poor	Don't Know
10.	How do you rate the timeliness of the services provided by OYA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	How do you rate the ability of OYA to provide services correctly the first time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	How do you rate the helpfulness of OYA employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	How do you rate the knowledge and expertise of OYA employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	How do you rate the availability of information at OYA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	How do you rate the overall quality of service provided by OYA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statistical Information:

(NOTE: This information is voluntary and you do NOT have to answer these questions.)

- How old are you today? (please write age in years in the box)
- What is your sex/gender? (please circle one): Male Female
- What is your primary race/ethnicity? *(Please check one only.)*
 African American Asian Caucasian Hispanic Native American

Additional Comments:

Thank you for completing and returning this survey in the envelope provided as soon as possible.



FINAL SERVICE SURVEY - FAMILY

Please think about your entire experience while your child was at Oregon Youth Authority (OYA) and choose the best answer to indicate your response to each statement. When we talk about staff member in this survey, we are talking about any adult assigned by OYA to work with or help OYA youth. Staff members work or volunteer in facilities, parole and probation offices, residential programs, proctor homes and foster homes and include treatment providers.

While my child was at OYA,	YES	NO
My child spent time in a youth correctional facility.		
My child spent time in a youth residential treatment program or proctor home.		
My child spent time in a foster home.		

While my child was with OYA,		YES	NO
1.	The services my child received will help my child to live crime-free.	<input type="checkbox"/>	<input type="checkbox"/>
2.	My child was provided services by OYA that helped my child to prepare for living in the community.	<input type="checkbox"/>	<input type="checkbox"/>
3.	My child's case plan included goals for services that were important to me.	<input type="checkbox"/>	<input type="checkbox"/>
4.	Staff helped my child get the services my child needed.	<input type="checkbox"/>	<input type="checkbox"/>
5.	My child received the treatment that my child needed, such as drug and alcohol, anger management, sex offender, etc.	<input type="checkbox"/>	<input type="checkbox"/>
6.	If your child is required to register as a sex offender, staff provided those instructions to your child. My child is not required: <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Staff answered my questions in a way that I could understand.	<input type="checkbox"/>	<input type="checkbox"/>
8.	The services my child received fit in with my child's cultural beliefs.	<input type="checkbox"/>	<input type="checkbox"/>
9.	I was treated with respect.	<input type="checkbox"/>	<input type="checkbox"/>

Please rate the following items:		Excellent	Good	Fair	Poor	Don't Know
10.	How do you rate the timeliness of the services provided by OYA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	How do you rate the ability of OYA to provide services correctly the first time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	How do you rate the helpfulness of OYA employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	How do you rate the knowledge and expertise of OYA employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	How do you rate the availability of information at OYA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	How do you rate the overall quality of service provided by OYA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statistical Information:

(NOTE: This information is voluntary and you do NOT have to answer these questions.)

- How old is your child today? (please write age in years in the box)
- What is your child's sex/gender? (please circle one): Male Female
- What is your child's primary race/ethnicity? *(Please check one only.)*
 African American Asian Caucasian Hispanic Native American

Additional Comments:

Thank you for completing and returning this survey in the envelope provided as soon as possible.



September 30

2012

Oregon Youth Authority
Interim Judiciary Committee
Progress Report on SB 267
(ORS 182.525)

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THE OREGON YOUTH AUTHORITY

The mission of the Oregon Youth Authority (OYA) is to protect the public and reduce crime by holding youth offenders accountable while providing opportunities for reformation in safe environments. The agency's vision is that youth who leave OYA will go on to lead productive, crime-free lives.

OYA exercises legal and physical custody of offenders committed to OYA by juvenile courts, and physical custody of young offenders committed to the Oregon Department of Corrections by adult courts. OYA is responsible for the supervision, management, and administration of youth correctional facilities and transition programs, state parole and probation services, community-based out-of-home placements for youth offenders, and other functions related to state programs for youth corrections.

The agency is dedicated to increasing the effectiveness of youth correctional treatment through ongoing research, program evaluation, and quality improvement. The agency's mission statement, vision, and goals are closely monitored through the OYA Performance Management System (OPMS), Key Performance Measures (KPMs), Performance-Based Standards (PbS), Correctional Program Checklist (CPC) reviews, facility safety security reviews, and other evaluative functions.

PROGRAMS INCLUDED UNDER ORS 182.515-182.525

Senate Bill 267, passed by the 2003 Oregon Legislature, required state agencies that provide treatment programming designed to reduce criminal behaviors and decrease hospitalizations for mental health crises to gradually increase the percentage of state-funded treatment that is evidence-based. Agencies were required to demonstrate that at least 25 percent of state-funded treatment was evidence-based during 2005-07, 50 percent was evidence-based during 2007-09, and 75 percent was evidence-based during 2009-11 and thereafter.

OYA worked with external stakeholders after passage of SB 267 to develop the following list of treatment interventions used by close-custody living units, contracted community-based residential providers, and county programs funded through OYA as subject to ORS 182.515-182.525.

- Cognitive behavioral treatment
- Behavior modification
- Sex offender treatment
- Fire setter treatment
- Drug and alcohol treatment
- Violent offender treatment
- Mental health treatment (including crisis intervention)
- Family counseling
- Skill building (e.g., mentoring, anger management, social skills, vocational counseling, etc.)
- Parent training
- Culturally specific treatment
- Gang intervention treatment
- Gender specific treatment

SUMMARY OF AGENCY RESULTS

OYA continues to use the Correctional Program Checklist (CPC) to determine whether the treatment programming offered to youth offenders adheres to program characteristics highly correlated with reducing recidivism. As of June 30, 2012, approximately 80 percent of youth correctional facility living units and 98 percent of contracted community-based residential programs met the CPC criteria of “Effective” or “Highly Effective.” These results represent a substantial increase in the use of evidence-based practices (EBPs) since SB 267 was enacted.

As of June 30, 2012, the Oregon Youth Authority (OYA) is using 70 percent of the General Fund revenues designated for youth offender treatment programming on evidence-based practices, as defined by SB 267. As noted on page 18 of this report, the agency has identified and prioritized actions it will take to achieve the requirements of SB 267.

ACTIVITIES DURING REPORTING PERIOD

Since the enactment of ORS 182.515-182.525, OYA has demonstrated its commitment to increasing the effectiveness of the correctional treatment services provided through implementation of evidence-based interventions. Additionally, OYA has made considerable efforts toward increasing agency-wide understanding of best practices in correctional treatment. Although the agency continues to implement new curricula and practices as needed, OYA has focused much of its recent efforts on developing methods to review and sustain programs already in place, particularly in close-custody facilities.

In addition, during this reporting period, OYA has expended significant resources developing methods to track and monitor county spending of agency pass-through dollars (i.e., JCP Basic Services and Diversion programs). Reporting requirements for county spending have been established as well as automated systems to track specific services related to these funds. The following sections provide detailed examples of ways in which the agency has continued to sustain evidence-based services and continued to work to meet statutory requirements.

OYA PERFORMANCE MANAGEMENT SYSTEM:

MONITORING AGENCY SUCCESS

Since 2010, OYA has been implementing an agency-wide performance management system (OPMS) to monitor the agency’s key processes and determine agency effectiveness. The system involves measuring core agency processes through meaningful metrics (i.e., process and outcome measures), which allows the agency to determine overall effectiveness. Additionally, OPMS empowers employees to improve work processes that help achieve the organization’s goals.

Through OPMS, OYA addresses opportunities and obstacles with speed and precision. To improve processes that are not performing as well as expected, OYA employs a formal problem-solving methodology. For strategic initiatives, OPMS launches capability- and performance-breakthrough plans, which feature a rigorous and disciplined planning methodology used in conjunction with effective project implementation. In these ways, OYA can ensure it is successfully meeting its mission of providing effective reformation services to youth.

PROGRAM EVALUATION CONTINUUM MODEL: MEASURING PROGRAM SUCCESS

In early 2011, OYA began developing a comprehensive Youth Reformation System (YRS). This system, when fully implemented, will allow the agency to:

- Forecast the number and types of close-custody beds needed to serve youth in the system;
- Predict in what treatment setting individual youth will be most successful (based on individual typologies); and
- Determine program effectiveness based on various short- and long-term outcome metrics as measured by the Program Evaluation Continuum (PEC).

The PEC model provides a comprehensive picture of program effectiveness. There are four main principles that guide this evaluation model:

- Rapid response for emerging issues;
- Data-informed decision-making;
- Efficient resource allocation; and
- Planful transitions for youth to less restrictive settings.

PEC includes feeding “real time” data about program success to program providers (i.e., contracted community-based residential program directors and close-custody managers). Data on specific indicators alert programs when they are falling short of the desired or intended outcome and, ultimately, prompt program leadership to dig down to uncover the root cause of the issue. This regular feedback allows program leaders to “course correct” immediately through early identification of issues.

This model establishes a framework for data-driven decision-making by predicting in which programs youth will be best served; predicting the optimum length of stay for individual programs; clearly identifying youth needs and aligning those needs with appropriate resources in the community; and allowing for efficient resource allocation.

PEC is comprised of five main components:

- 1) Program Integrity and Expected Capability;
- 2) Treatment Progress – Knowledge and Skills;
- 3) Outcome Data;
- 4) Services Match; and
- 5) Cost Effectiveness/Cost Avoidance.

PEC COMPONENT 1: PROGRAM INTEGRITY AND EXPECTED CAPABILITY

This PEC component contains four subcomponents, which are described below.

- 1) Correctional Program Checklist (CPC) – The CPC provides information on how well a particular program adheres to the Principles of Effective Correctional Intervention. A CPC score represents how well a program is *expected* to perform with regard to reducing recidivism.
- 2) Oregonized CPC – This is a revised version of the CPC that uses correlated factors based on Oregon youth data rather than on national averages. This component involves re-weighting the original CPC items based on the strength of the relationship to outcomes for Oregon youth (e.g., recidivism and positive youth outcomes). This subcomponent also includes additional items not part of the national CPC tool such as employment and GED attainment. Information from the Oregonized CPC allows programs to prioritize CPC recommendations and make data-informed resource decisions.
- 3) Treatment Fidelity – Research has repeatedly demonstrated the critical impact fidelity has on outcomes. This subcomponent involves establishing a statewide treatment fidelity system (for contracted community-based residential providers and close-custody facilities) to ensure services are delivered consistent with the cognitive behavioral treatment approach as well with specific treatment curricula.
- 4) Youth and Staff Safety – This subcomponent involves measuring youth perceptions of their safety within programs as well more concrete indicators of safety. This subcomponent relies on standardized measures from nationally recognized Performance-based Standards (PbS) measures, internal measures such as incident reports and youth complaints/grievances, and safety security audits.

PEC COMPONENT 2: TREATMENT PROGRESS – KNOWLEDGE AND SKILLS

This PEC component contains two subcomponents, which are described below.

- 1) Pre/post testing – Information is gathered using formal standardized assessment instruments on individual youth at specific points in time:
 - Prior to and upon completion of specific treatment groups/curricula; and
 - Upon intake to a facility/program and upon release/discharge from a program.

Pre/post testing provides youth-specific information about progress in the areas of anti-social thinking, skill acquisition, and behavior. These standardized assessments also can be used to regularly track progress at designated intervals (i.e., every 90 days). Regularly assessing youth treatment progress allows case workers to adjust a youth's course of treatment and provides critical information regarding the impact treatment may or may not be having on individual youth.

- 2) Case plan competencies – OYA uses case plan competencies to gauge the degree to which a youth is meeting his/her long term goals. These competency ratings estimate the frequency of observed behaviors and provide a picture of youth progress in the program.

PEC COMPONENT 3: OUTCOME DATA

This PEC component contains two subcomponents, which are described below.

- 1) Outcome Data – OYA uses the traditional measure of recidivism (a felony conviction at 12, 24, and 36 months post release), and is looking into expanding this to include other definitions of recidivism.
- 2) Positive Youth Outcomes – This provides outcome data related to how youth succeed with regard to other areas of positive youth development. Examples of Positive Youth Outcomes are education status (i.e., an earned GED or high school diploma), employment post release, health factors, and family/social relationships.

PEC COMPONENT 4: SERVICES MATCH

This PEC component has three subcomponents focused on how well youth are matched to the services a program provides. A brief description of each of subcomponent follows.

- 1) Youth Population – The data gathered in this subcomponent generate answers to two important questions: 1) With whom are programs most effective?, and 2) Are these programs serving these types of clients? This subcomponent of the model uses typology information from the Placement and Treatment component of the Youth Reformation System to make these determinations.
- 2) Optimal Treatment Dosage – Correctional treatment research repeatedly shows the importance of varying the intensity of treatment to the risk level of offenders while also considering individual differences. Data from this subcomponent allow a determination of the most effective treatment dosage and length of stay (LOS) for specified populations. Essentially, answers are provided to the question: How long should a specific program serve a youth in order to have the greatest or optimal impact on outcomes (i.e., recidivism and Positive Youth Outcomes)?
- 3) Appropriate Resources – Information about youth population and optimal treatment dosage will be compared with the types of programs the agency has in operation. OYA will use the results of this comparison to identify where the resource gaps exist and what additional services are needed to most effectively serve youth. This component has far-reaching effects and potentially could inform program referral and acceptance decisions, initial program development, and forecasting what type of beds are needed to adequately serve future youth.

PEC COMPONENT 5: COST EFFECTIVENESS/COST AVOIDANCE

This component of the model is similar to the cost savings or cost avoidance model developed by the Washington State Institute of Public Policy (WSIPP). It can determine for every dollar spent or invested in programs, how many dollars are saved by youth not returning to the criminal justice system. During the past several years, the state of Oregon has been working with EcoNorthwest and an economist from the Criminal Justice Commission (CJC) to further develop this component. Factors used in the cost avoidance model include the cost of incarceration (hard dollars for food and shelter), price per crime for victims, police arrests, and court costs. Information from this subcomponent provides the ability to estimate the return on investment when placing a youth in a particular program.

NEXT STEPS WITH THE PEC

OYA will continue developing the various components of this model. Subcommittees for each of the PEC subcomponents have identified the current state, limitations to the ideal state, potential barriers to the ideal state, quality control measures, and a number of other important factors. By 2013, implementation plans will be developed and will reflect action steps that will mitigate risks and threats while capitalizing on the strengths of the current system.

It is important to note that further development of the PEC and statewide implementation will require a significant number of resources (i.e., building a data warehouse, establishing a statewide fidelity system, adopting and implementing pre/post test measures, etc.). However, OYA recognizes the tremendous value of such a model, as it provides a comprehensive picture of program effectiveness. OYA already has received national attention and interest in the Program Evaluation Continuum model from several other states. Investing resources to implement and sustain the PEC model will allow OYA youth to have the greatest potential for success in living crime-free, productive lives.

ACCOMPLISHMENTS DURING REPORTING PERIOD

OYA CLOSE-CUSTODY FACILITIES

Accomplishments during this reporting period include:

- Conducted 18 CPC reviews of close-custody facility living units.
- Developed, piloted, and expanded evidence-informed cognitive behavioral treatment curriculum for sex-offending youth in OYA close-custody facilities.
- Provided updated training opportunities for staff on cognitive behavioral interventions and various evidence-based treatment curricula.
- Implemented annual in-service training requirements for all direct care staff reflecting evidence-based and other best practices for management and therapeutic intervention with youth.

- Enhanced capacity for structured offender community re-entry through inter-agency collaboration and expansion of OYA-contracted transition programs.
- Improved tracking of youth participation in evidence-informed programming in OYA's Juvenile Justice Information System (JJIS).
- Increased access to college credit available to youth via dual credit programs, distance learning, and the Inside Out program in partnership with Portland State University.
- Expanded vocational certification programs including wastewater management, barbering, welding, horticulture, and culinary arts for high school graduates and youth over age 21.
- Added capacity for youth in transition facilities to participate in community-based work experience crews and private sector employment opportunities.

OYA COMMUNITY SERVICES

Accomplishments during this reporting period include:

- Conducted 21 CPC reviews of contracted community-based residential programs.
- Continued implementing plan to support evidence-based initiatives including establishing field standards, training, and quality assurance of principles of effective interventions.
- Continued with implementation of standardized reporting documentation for individual contracted treatment providers (i.e., initial assessments, treatment plans, monthly progress reports, and billings).
- Implemented regularly scheduled contract compliance reviews with individualized service contracts (including reviewing the use of evidence-based practices). The review process includes technical assistance to providers to ensure compliance and follow-up reviews at varying intervals or audits initiated depending on findings.
- Continued with the Second Chance Act Youth Offender Re-entry Grant to enhance the infrastructure to provide community support during juvenile parole. Grant activities are focused on planning for sustainability of re-entry models and activities developed as a result of this project.
- Established requirement that all community contracted providers are licensed to provide mental health treatment or certified to provide AOD treatment services to ensure compliance with the 2010 legislation.
- Continued with quality improvement activities focused on improving and supporting evidence-based interventions. Specific measures concerning the completion and relevance of the OYA Risk/Needs Assessment to case planning are being measured at the agency and local level to assist in monitoring and quality improvement of these activities. Other activities supported by evidence, such as youth engagement in school and/or work at transition, are being measured, and data will assist in identifying areas of potential improvement.
- Increased capacity and realigned residential care resources to address gaps in the continuum of services. Created capacity for behavioral stabilization and revocation alternative placements to decrease the need for more restrictive placements. These resources also provide for more consistent and swift interventions to address criminogenic needs.

- Began implementing Effective Practices in Community Supervision (EPICS) and the evidence-informed community supervision model developed by the University of Cincinnati. Coordinated three statewide sessions with the University of Cincinnati to train 90 staff from county juvenile departments and OYA. Of the 90 trained staff members, 10 were selected to be trained as EPICS trainers and are participating in train-the-trainer certification with the University of Cincinnati.
- Surveyed counties to identify barriers to tracking services in JJIS and began to assist counties in overcoming those barriers.
- Drafted a new JJIS policy regarding services tracking to strengthen standardization and reliability of service data.
- Developed a sustainability plan to monitor data integrity around services tracking.
- Developed two reports to assist counties in monitoring service tracking data entry.

METHODS FOR ASSESSING PROGRAM RESULTS

Since 2004, OYA has regularly conducted program reviews of all OYA close-custody facility units and contracted community-based residential programs to determine the degree to which programs adhere to the principles of effective correctional intervention. To do this, OYA uses the Correctional Program Checklist developed by Dr. Edward Latessa, with the University of Cincinnati.

OYA has developed a protocol that ensures programs scoring “Unsatisfactory” or “Needs Improvement” on the CPC are reviewed on an annual basis, while those scoring “Effective” or “Highly Effective” are reviewed every other year. This ongoing review process provides a comprehensive picture of program integrity and gives facilities opportunities for ongoing quality improvement.

Due to accumulated resource deficits, which inhibited the agency’s ability to conduct all scheduled reviews for the year, OYA chose to randomly select remaining programs for review during 2011-12, with the number of programs selected based on resources available for completion of reviews.

The CPC instrument measures the degree to which a program adheres to the “principles of effective correctional intervention” – those program characteristics that research shows are highly correlated with reducing recidivism. OYA has adopted these principles to guide agency practices. The principles include:

- Assessing risk and need levels of youth offenders;
- Implementing evidence-based programming;
- Using cognitive behavioral and social learning approaches in treatment services;
- Matching youth and interventions based on risk, need, and responsivity;
- Ensuring fidelity of programs to evidence-based models; and
- Ensuring all youth offenders have a transition plan in place to facilitate success in the community upon release.

The CPC assessment process includes a series of structured interviews with youth and staff, treatment group observation, and review of policy and procedure manuals, case files and treatment curricula. In addition, the CPC examines the risk and needs of clients, training and supervision of staff, professional ethics, program characteristics, and treatment approaches.

In 2005, due to the diversity of programming and specialized services offered by individual close-custody living units, the agency decided to review facility living units as separate “programs.” As a result, OYA began conducting CPC reviews on each living unit, to better highlight unit strengths and areas needing improvement. Similarly, OYA’s contracted community-based residential programs are assessed on an individual basis.

During the previous reporting period, OYA began the process of evaluating additional treatment moneys that qualify under the state statute. A summary of these assessment methods is provided in Figure 1.

PROGRAM AREA	ASSESSMENT METHOD
Close-custody facilities	<ul style="list-style-type: none"> • CPC results
Contracted community-based residential BRS programs	<ul style="list-style-type: none"> • CPC results
Individualized services: <ul style="list-style-type: none"> • Treatment providers • Community reintegration services and site-based transition services providers 	<ul style="list-style-type: none"> • Review of OYA contract applications to determine treatment modality, with a priority on evidence-based services • Ongoing quality control checks by treatment services coordinators and transition specialists to ensure compliance with contracts (use of evidence-based practices is required by contract)
County JCP Basic County Diversion	<ul style="list-style-type: none"> • Counties currently are required to use an automated tracking system to categorize correctional treatment services subject to SB 267

Figure 1: Summary of OYA program areas and corresponding assessment method.

PROGRAM RESULTS FOR REPORTING PERIOD

CLOSE-CUSTODY FACILITIES AND CONTRACTED COMMUNITY-BASED RESIDENTIAL PROGRAMS

Data from CPC reviews show 80 percent of close-custody facility units (N=25) and 98 percent of the OYA contracted community-based residential programs (N=45), reviewed during this period currently qualify as “Highly Effective” or “Effective.” It is important to note that new programs, which have not yet undergone a CPC review, were not included in these calculations (three facility units and 11 contracted community residential programs).

Since this law was enacted several years ago, OYA has demonstrated an overall increase in the percentage of its programs using evidence-based practices. However, while the percentage of contracted community residential programs meeting the CPC standard of “Highly Effective” or “Effective” has continued to increase, the agency has experienced a 14 percent decrease for close-custody facility living units meeting the evidence-based threshold. Two primary reasons for this decline include:

- Regular budget cuts have forced the agency to close several facility living units. Many of these units were highly functioning programs that house lower risk sex offending youth. Some of the remaining programs not subject to closures continue to struggle to achieve a minimum CPC score of “Effective.”
- Accumulated resource deficits have inhibited the agency’s ability to conduct all scheduled reviews for the year. Therefore, OYA chose to randomly select remaining programs for review during 2011-12. This random sampling method may not be representative of all OYA programs, but rather, may have included a greater number of programs that did not meet the evidence-based practices threshold.

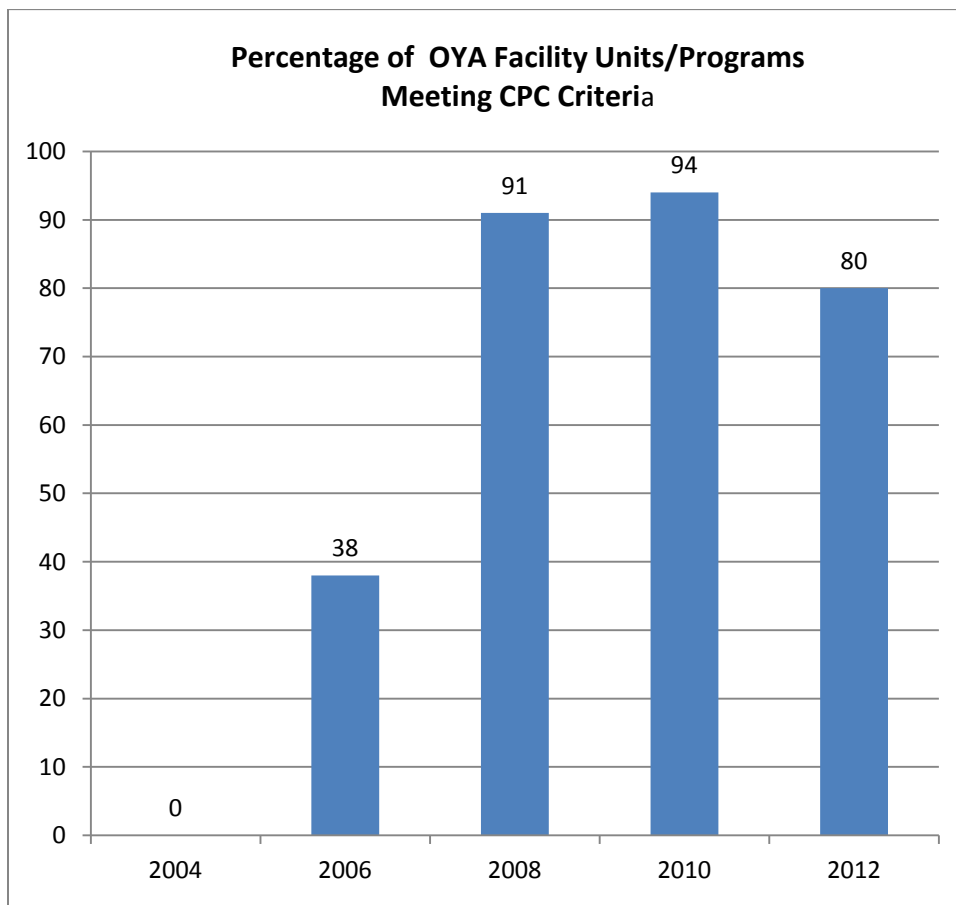


Figure 2: Percentage of OYA close-custody living units subject to SB 267 rating “Highly Effective” or “Effective” on the CPC, indicating the program is using research-proven practices (N=25 in 2012).

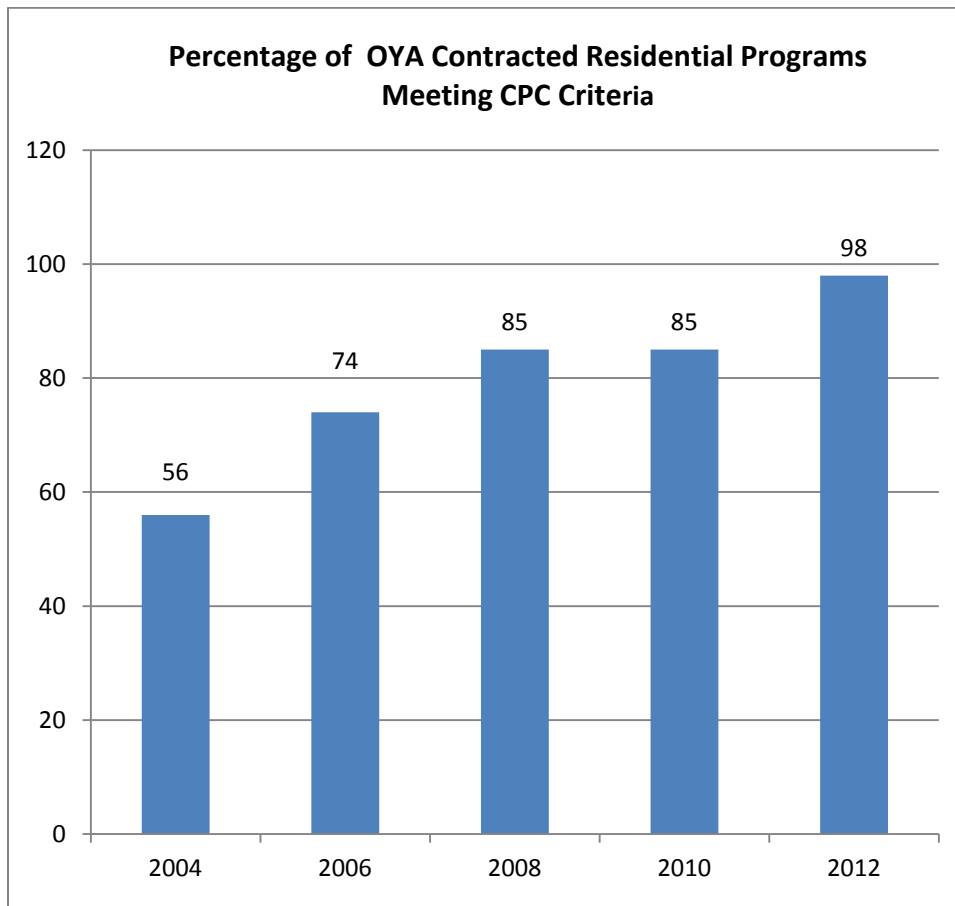


Figure 3: Percentage of contracted community-based residential programs rating “Highly Effective” or “Effective” on the CPC, indicating the program is using research-proven practices (N=45 in 2012).

INDIVIDUALIZED SERVICES: TREATMENT PROVIDERS AND COMMUNITY REINTEGRATION SERVICES AND SITE-BASED TRANSITION SERVICES PROVIDERS

OYA community treatment contracts include providers who offer mental health, sex offender treatment services, and drug and alcohol treatment for youth who do not have other health care resources (including OHP). Provider applications, contracts, and standardized service documentation all require that services provided to OYA youth be evidence-based. Contract compliance reviews consist of randomly selecting case files and reviewing for completeness, accuracy, and timeliness.

Between July 1, 2010, and June 30, 2012, OYA held 63 contracts with community service providers, who provided 5,601 hours of services to youth. By provider self-report, all have indicated that the services being provided are evidence-based. Contract compliance reviews showed that 84 percent of the service hours provided met contractual requirements. A graphic representation of these results is provided in Figure 4.

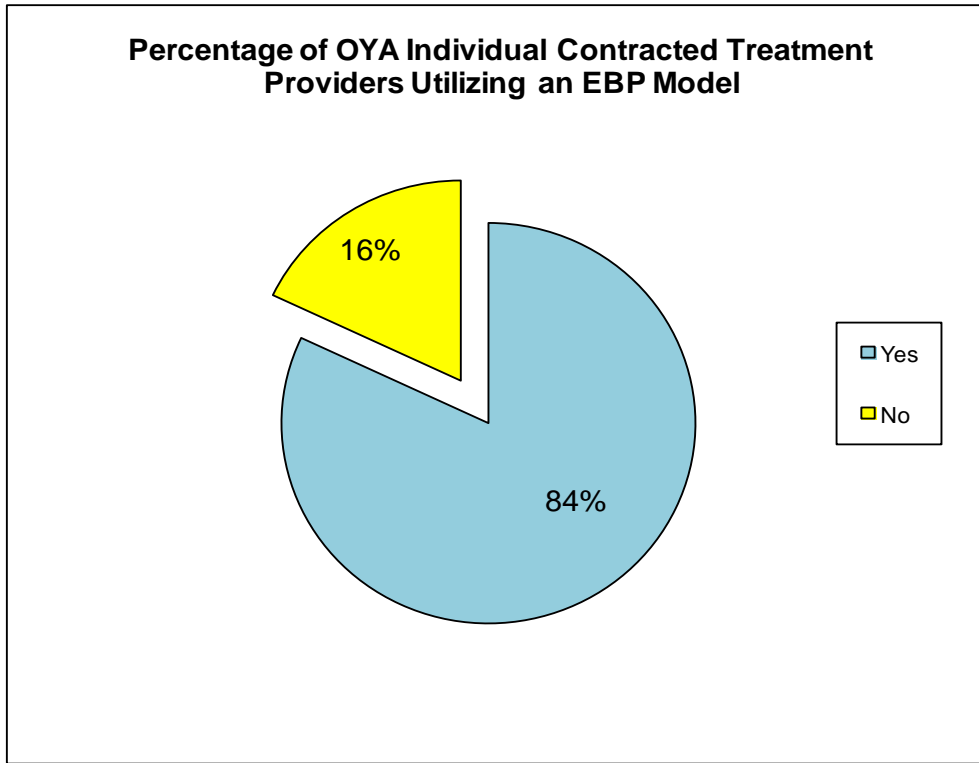
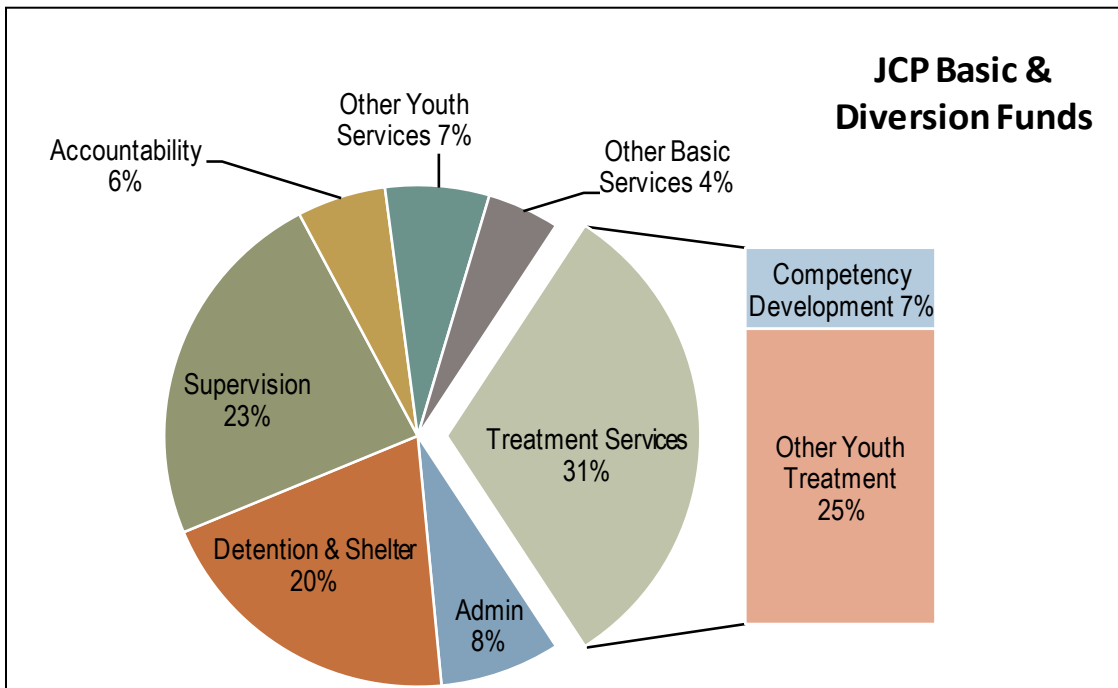


Figure 4: Percentage of OYA contracted treatment service hours using evidence-based treatment with youth.

JCP BASIC AND COUNTY DIVERSION PROGRAMS

County juvenile departments receive General Fund assistance to provide contracted services at the local level. During 2011-13, approximately \$17.2 million was provided to counties for this purpose. Almost 32 percent (\$5.4 million) of the funding is being used for youth treatment services that are subject to SB 267 requirements (Figures 5 and 6 below). OYA does not review or evaluate county programs for evidence-based effectiveness. Therefore, for the purposes of this report, no dollars were considered to be evidence-based.



Report Category	Diversion and JCP Basic
Admin	\$ 1,319,398
Detention & Shelter	3,474,647
Supervision	4,044,026
Accountability	972,923
Other Youth Services	1,140,614
Other Basic Services	792,012
Competency Development *	1,174,925
Other Youth Treatment *	4,262,206
Grand Total	\$ 17,180,751

Figures 5 and 6: Percentage of JCP Basic and County Diversion funds spent by counties on youth treatment.

* Funds subject to SB 267.

OYA BUDGET FOR EVIDENCE-BASED SERVICES

OYA spends 70 percent of state funds and 75 percent of total funds subject to SB 267 on evidence-based programming, as defined by SB 267. These results fall slightly below the statutory target of 75 percent.

The 2011-13 Legislatively Adopted Budget for OYA includes the following funding levels:

- \$300.3 million Total Funds
- \$250.0 million General Fund

The total budget amount displayed below includes programs determined by the agency as subject to ORS 182.515-182.525 per SB 267:

- \$70.6 million Total Funds
- \$48.1 million General Fund

Figures 7 and 8 show the percentage of program expenditures meeting the evidence-based standard by program type and fund type.

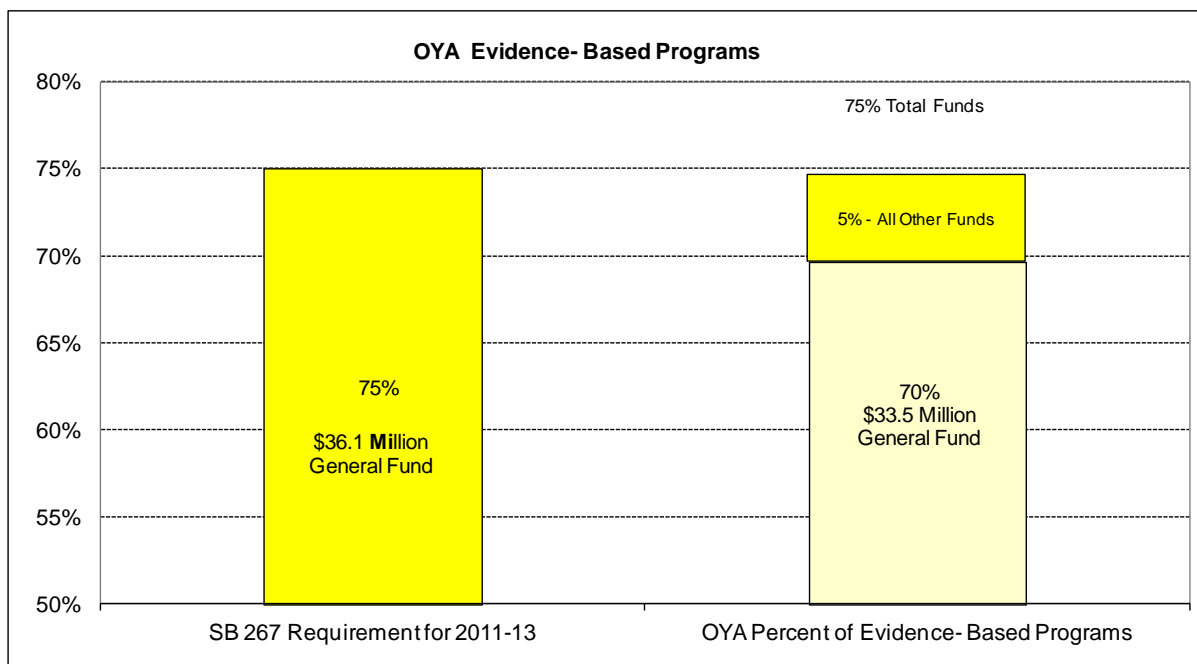


Figure 7: Approximately 70 percent of the state General Fund and 75 percent of Total Funds spent on programs subject to SB 267 will be spent on evidence-based programming during the 2011-13 biennium.

Oregon Youth Authority
Summary of Expenditures Subject to SB 267

<i>Dollars in millions</i>	FUND TYPE		
	TOTAL FUNDS	General Fund	Federal & Other Funds
Facility Services:			
Total Program Expenditures subject to SB 267	\$ 24.7	\$ 24.7	-
Evidence-Based Program Expenditures	\$ 17.6	\$ 17.6	-
Percentage of Total Expenditures Evidence-Based	71%	71%	-
Community Services:			
Total Program Expenditures subject to SB 267	\$ 45.9	\$ 23.4	\$ 22.5
Evidence-Based Program Expenditures	\$ 35.5	\$ 15.9	\$ 19.6
Percentage of Total Expenditures Evidence-Based	77%	68%	87%
Agency Total			
Total Program Expenditures subject to SB 267	\$ 70.6	\$ 48.1	\$ 22.5
Evidence-Based Program Expenditures	\$ 53.1	\$ 33.5	\$ 19.6
Percent of Program Evidence-Based	75%	70%	87%

Figure 8: The percentage of OYA’s budget allotted to “evidence-based programming” broken out by close-custody and community-based services.

COST-EFFECTIVENESS

As previously mentioned, OYA will continue developing the Program Evaluation Continuum (PEC) model, which includes a cost-avoidance component. The agency expects the Criminal Justice Commission to continue playing a critical role in further developing this PEC component.

PRIORITIES FOR 2013-15

OYA's priorities for next biennium are to:

- Increase the percentage of OYA treatment resources devoted to evidence-based practices to meet or exceed SB 267 requirements.
- Further develop and implement the Youth Reformation System, which includes the Program Evaluation Continuum model.
- Fully implement Collaborative Problem Solving, including training facility staff, community staff, and community partners on the model, and establishing formal business practices in facilities.
- Develop and implement pre- and post-testing for all OYA-approved curricula.
- Further develop and implement a statewide fidelity system to ensure adherence to curriculum and cognitive behavioral treatment models.
- Provide Applied Suicide Intervention Skills Training (ASIST) and Suicide Care training for all facility QMHPs and Treatment Services supervisors.

From the results of the CPC reassessments conducted to date, OYA has determined a number of program areas to target prior to submitting its September 2014 report:

- More effectively match youth placements to treatment using newly developed predictive risk tools and typology information.
- Complete implementation of OYA's cognitively based sex-offender curriculum.
- Secure resources to adequately provide technical assistance and training in the areas of treatment service delivery, clinical supervision, group facilitation, and other areas.
- Organize workgroups composed of residential providers and county partners to refine matching youth to community programs/interventions based on risk, need, and responsivity factors.
- Continue to provide updated training to OYA staff, community partners, and county partners on evidence-based practices.
- Continue to implement the federal juvenile re-entry transition grant.
- Adopt and implement the PEC, including adopting pre/post testing of youth and establishing a formal statewide fidelity system.
- Train additional staff on 7 Step Problem Solving and other process improvement tools to streamline processes.

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ELIMINATING SEXUAL ABUSE OF OREGON YOUTH IN CUSTODY

COMPLIANCE WITH THE 2003 NATIONAL PRISON RAPE ELIMINATION ACT

OREGON YOUTH AUTHORITY

JANUARY 2013

This report by the Oregon Youth Authority reaffirms the agency's commitment to meeting all requirements of the 2003 National Prison Rape Elimination Act. This report outlines PREA's history and expectations and how OYA is responding to the PREA requirements. Included in this report is past data about reported sexual abuse incidents within the agency's close custody facilities. Final PREA standards published in August 2012 included substantial changes from the initial recommended standards. As a result, the standards listed in this report vary from previous reports.

HISTORY

2003

Congress voted unanimously to pass the Prison Rape Elimination Act (PREA) and create the National Prison Rape Elimination Commission. PREA requires the U.S. Attorney General to promulgate regulations that adopt national standards for the detection, prevention, reduction and punishment of prison rape. The Commission was tasked with conducting a legal and factual study of the penological, physical, mental, medical, social and economic impacts of prison rape and to provide to the U.S. Attorney General and U.S. Secretary of Health and Human Services standards for the detection, prevention, reduction and punishment of prison rape. PREA applies to all public and private facilities that house adult or juvenile offenders.

2005

The Oregon Youth Authority (OYA) implemented Prison Rape Elimination Act Policy II-B-4.0.

2006

- ◆ OYA created a Professional Standards Office for independent internal investigations with one manager/investigator and one administrative assistant. OYA also implemented Principles of Conduct Policy 0-2.0 and Professional Standards Policy 0-2.1. These actions standardized and clarified expectations of employees for ensuring the safety and well-being of youth in the care and custody of OYA, as well as for overall ethical and professional conduct among staff.
- ◆ OYA provided all staff members with a 90-minute training session on PREA, and instituted a two-hour PREA training session during the third week of New Employee Orientation for all direct-care employees.
- ◆ OYA established a toll-free Abuse Hotline; trained staff and youth on how to use the hotline; placed informational posters in all facilities; and provided cards with the hotline number to all youth.
- ◆ OYA instituted an ongoing practice of providing youth and their families at the time a youth is committed to OYA with a safety guide, information about the youth's rights, and information about how to file a grievance.

2008

- ◆ To meet an increase in the number of incidents reported due to the training and information provided regarding abuse, OYA added an additional investigator to the Professional Standards Office.
- ◆ The Professional Standards Office contracted with Westat to interview OYA youth for the National Survey of Youth in Custody (NSYC) to determine the prevalence of sexual assault in juvenile facilities. PREA requires a 10 percent sample of juvenile facilities to be listed by incidence of sexual assault.

2009

- ◆ The National Prison Rape Elimination Commission presented its final report and proposed standards dated June 23, 2009, to the President, Congress, U.S. Attorney General, U.S. Secretary of Health and Human Services, and other federal and state officials. The report laid out recommendations for prevention, detection, response and monitoring. The Commission completed two sets of standards — one for adult facilities and one for juvenile facilities. The standards for juvenile facilities contain 40 separate requirements. Agencies have one year to meet these standards from the time the Attorney General accepts the Commission’s recommendations. The Attorney General is expected to accept and approve these recommendations in early 2011.
- ◆ OYA dedicated a full-time position in the Professional Standards Office to serve as the agency’s PREA coordinator to guide OYA’s compliance with the Act and to ensure all allegations involving sexual abuse are investigated and all investigations are in compliance with the Act. OYA arranged to receive technical assistance from the National Institute of Corrections, which is an agency within the U.S. Department of Justice’s Federal Bureau of Prisons established to provide training, technical assistance, information services, and policy and program development assistance to federal, state and local corrections agencies.
- ◆ OYA expanded the use of a dedicated database in the Professional Standards Office for tracking and analysis of investigations and PREA-reportable incidents to look for patterns and areas of improvement. An additional support staff position was allocated to assist with these increased efforts.

2010

- ◆ OYA enhanced the Juvenile Justice Information System (JJIS) to send automated notices of all sexual behaviors to the Professional Standards Office for immediate review, investigation, and tracking to expedite response time. This resulted in the need to hire a half-time investigator, which grew into a full-time investigator position. OYA implemented specialized sexual abuse and victim-sensitivity training for its investigators.
- ◆ The U.S. Department of Justice issued an Advance Notice of Proposed Rule Making (ANPRM) March 10, 2010, to solicit input on the Commission’s proposed national standards and to receive information useful to the department in publishing a final rule adopting standards to address prison rape as mandated by PREA. The ANPRM can be found in the Federal Register, Vol. 75, No. 46, page 11,077.
- ◆ OYA requested and received technical assistance from NIC and The Moss Group, a consulting firm provided through NIC, to address areas of need. At the recommendation of The Moss Group, OYA updated its PREA policy December 16, 2010, to become the “Preventing, Responding to, and Monitoring Offender Sexual Abuse policy.”
- ◆ OYA designated a Sexual Assault Response Team member at every OYA facility and Parole and Probation office in December 2010 to ensure a coordinated response. As part of the response, OYA developed a protocol to address the medical and mental health needs of any offender involved in sexual abuse as the victim or the perpetrator.

- ◆ The U.S. Bureau of Justice Assistance (BJA) consulted in the review of the National Prison Rape Elimination Commission (NPREC) recommendations with Booz Allen Hamilton, which presented a cost-impact analysis of the NPREC standards specific to 49 sites including OYA. The document assesses the costs specific to each standard, assesses variations within the cost estimates, and addresses a comprehensive view of implementation and compliance on a national level. It covers five sectors of correctional operations: state prison systems, state and local juvenile facilities, community corrections and local/county jails, and police lockups. Although the NPREC standards had yet to be formally promulgated, OYA already had demonstrated policies and procedures that met 63 percent compliance of the proposed standards.
- ◆ The first report from the 2008-09 NYSC survey was released January 7, 2010, presenting findings from the nation survey of 26, 550 adjudicated youth (including youth in Oregon). Survey results reported a national average of 12 percent who reported experiencing one or more incidents of sexual victimization by another youth or facility staff member in the previous 12 months or since admission (if less than 12 months). OYA's sexual abuse prevention efforts resulted in a lower-than-average 8.4 percent of youth reporting sexual victimization.

2011

- ◆ To meet an increase in the number of incidents reported due to the training and information provided regarding abuse, OYA added an additional investigator to the Professional Standards Office.
- ◆ The Professional Standards Office continued increasing awareness and improving reporting mechanisms. This included a review of Performance Based Standards (PbS) surveys. PSO implemented monthly reporting of statistical data for assessment and analysis to determine areas for improvement.
- ◆ OYA instituted a compliance measurement system for the entire agency including PREA. Results of the first quarter measurements show OYA to be 85 percent compliant with proposed standards.
- ◆ Actions taken to increase PREA compliance included creating a committee to review contract language and training needed for contractors who have direct contact with offenders; requiring PREA training for all facility superintendents and directors, field office managers, and QMHPs (Qualified Mental Health Practitioners); updating New Employee Orientation PREA training, updating the Youth Safety Guide; developing and implementing a Sexual Abuse Response and Resource Team (SARRT) checklist, first responder form, and a PREA incident review form, and placing them on the OYA intranet for easy access; implementing a comprehensive SARRT protocol to coordinate all staff needed in abuse response; completing and rolling out programming in JJIS to track conflicts with a potential for sexual victimization or incident acting out; and updating required mental health responses to current and historical sexual abuse.
- ◆ OYA established a National PREA Resource Workgroup (NPR-Work) and Web site promoting sharing of resources, questions, information, and receiving/giving assistance regarding PREA. By the end of 2011, NPR-Work included 27 states and Australia, with more than 150 members representing juvenile and adult corrections in jails, prisons, detention centers, community corrections, advocate organizations, national juvenile justice organizations, and Native American corrections.

- ◆ OYA increased knowledge and training in mandatory child abuse reporting by creating an online Child Abuse Report (CAR) form and training for staff, volunteers, and contractors. Included in this training is sexual abuse, PREA, and abuse reporting requirements.

2012

- ◆ OYA realized the need for a full time Security Threat Coordinator in the Professional Standards Office to include a focus on sexually aggressive behavior.
- ◆ OYA completed a contracted assessment of technology/cameras as the first step in assessing and implementing additional technology upgrades; developed an agency-wide facility protocol for responding to sexual abuse; assigned a PREA Compliance Manager to each facility; updated the Preventing, Responding to, and Monitoring Offender Sexual Abuse Policy A-I-10.0 to reflect the final standards; updated required training for contractors, volunteers, nurses, QMHPs, medical staff and managers; and assigned a Sexual Abuse Response and Resource Coordinator to lead the SARRTs and coordinate facility response in the new statewide facility procedure FAC-I-A-10.0 including maintaining a log to track the allegation, services, retaliation, notifications to youth, disposition, and review. All parts of the agency made procedural changes to comply with the final standards published August 2012 and completed a mandatory child abuse reporting training. Human Resources revised and implemented changes in the application process including reference checks and creation of a PREA employee disclosure form, and developed a hiring, investigation, discipline, and termination process that will prohibit OYA from hiring, promoting, or contracting with anyone who has engaged in, been convicted of, or been civilly or administratively adjudicated for engaging in sexual abuse.
- ◆ OYA expanded the National PREA Resource Workgroup (NPR-Work) to all 50 states and more than 200 members, and founded an Oregon PREA Resource Workgroup (OPRW) that includes adult corrections, juvenile corrections, detention, county jails, and private contracted programs working together to share resources for compliance with PREA standards.
- ◆ OYA surveyed OYA youth for the second National Survey of Youth in Custody (NSYC-2). When the completed data are compiled, NSYC-2 will provide national estimates, facility-level estimates for large facilities, and state-level estimates of sexual victimization of youth held in juvenile facilities.
- ◆ Final PREA rules took effect in August 2012 for prevention, detection, and response to sexual abuse in confinement facilities. These rules set national standards for four categories of facilities: adult prisons and jails, lockups, community confinement facilities, and juvenile facilities. The standards are aimed at protecting inmates in all such facilities at the federal, state, and local levels. OYA continued to take steps to ensure compliance with all standards on or before their implementation dates.

COMPLIANCE

PREA STANDARD

PREVENTION PLANNING

- 1 115.311: Zero tolerance of sexual abuse and sexual harassment; establishment of a PREA coordinator
- 2 115.312: Contracting with other entities for the confinement or residents
- 3 115.313: Supervision and monitoring; development, implementation, and documentation of a staffing plan including video monitoring
- 4 115.315: Limitations on cross-gender viewing and searches; restrictions on non-medical staff viewing residents of the opposite gender who are nude or are performing bodily functions; restrictions on cross-gender pat-downs; emergency exceptions

OYA ACTIONS and STATUS

PREVENTION PLANNING

- 1 OYA has a zero tolerance policy for sexual abuse, as codified in Policy II-B-4.0. OYA updated the policy for rollout in January 2013 to include additional language from the final published standards.
- 2 All new and renewed contracts with private and public agencies covered under PREA and contracted with by OYA have language requiring compliance with OYA's zero-tolerance policy toward sexual abuse. Further language changes for contracts and contract renewals are awaiting Oregon Department of Justice determination.
- 3 OYA ensures the state standard is sustained for supervision of youth in OYA care and custody. Policy II-A-3.0, updated July 2011, is being reviewed for additional updates to reflect final PREA standards. OYA conducts a staffing plan review every two years in each of its facilities to determine necessary changes. Internal safety and security reviews are performed quarterly in designated areas on all shifts as indicated in Policy II-A-1.1, updated September 2012. OYA completed a contracted camera review in 2012 and is searching for funding to increase and upgrade its camera technology to protect youth from sexual abuse.
- 4 Policy II-A-2.0 addressing cross-gender searches was updated May 2012. The new search policy restricts cross-gender searches except in cases of emergency, and requires two staff for a comprehensive search.

PREA STANDARD

PREVENTION PLANNING

- 5 115.316: Ensures residents with disabilities and residents with limited English-language proficiency have sufficient means to report sexual abuse to staff

- 6 115.317: Hiring and promotion decisions

OYA ACTIONS and STATUS

PREVENTION PLANNING

- 5 OYA has taken steps to ensure that youth with limited English proficiency, or physical or mental disability, have access to methods of reporting sexual abuse. OYA offers safety materials including a youth safety guide in different languages, language interpreters, and ensures all safety issues are addressed with youth on a one-on-one basis.

- 6 All employees undergo criminal history background checks upon hire and promotion. Decisions related to findings are made in accordance with statutes and rules. OYA disciplines or terminates any staff member who has engaged in any form of sexual misconduct. In addition, the presumptive discipline for any employee, contractor, or volunteer who has engaged in sexual abuse is termination. OYA does not hire or promote anyone who has engaged in sexual abuse in a prison, jail, community confinement facility, juvenile facility or other institution, or who has been civilly or administratively adjudicated to have engaged in the activity described above. OYA is updating the employment application, employee disclosure form, and application language; collaborating with the Oregon Department of Human Services (DHS) on child abuse registry checks and notifications; and working on automatic notification from law enforcement on any criminal charges brought against an OYA employee, contractor, or volunteer. New Employee Orientation includes 3.5 hours of training on mandatory child abuse reporting and PREA, and a 3.5-hour training on Ethics and Professional Boundaries.

PREA STANDARD

PREVENTION PLANNING

- 7 115.318: Upgrades to facilities and technologies; use of video monitoring systems and other cost-effective and appropriate technology to supplement sexual abuse prevention, detection, and response efforts

RESPONSE PLANNING

- 8 115.321: Evidence protocol and forensic medical examinations

OYA ACTIONS and STATUS

PREVENTION PLANNING

- 7 OYA completed the initial installation of 111 additional cameras in 2010 and renovated the central control rooms at all close-custody facilities. In 2011, OYA completed a contracted evaluation of current camera placements and an assessment of needed camera functions and priority areas. Facility upgrades for privacy concerns are continuing. OYA is seeking additional funding to move forward with the next phase of renovating technology systems.

RESPONSE PLANNING

- 8 Policy II-A-1.2, Preserving Chain of Evidence, was updated October 2011. OYA works with community partners and law enforcement to provide aftercare for youth who are victims of sexual abuse. OYA has implemented a sexual abuse policy (I-A-10.0) to ensure all victims of sexual abuse have access to trained forensic medical examiners and are offered a victim advocate during the exam. Sexual Abuse Response and Resource Coordinators are assigned to each facility and field office. Sexual Abuse Response and Resource Teams (SARRTs) have been formed in every facility as indicated in Procedure FAC I-A-10.0. Training began in January 2011 and continues on a monthly, quarterly, and semi-annually basis. PREA compliance managers at each facility are responsible for their prevention plan. Sexual Abuse Response and Resource Coordinators have been assigned for Community Services areas, and training is scheduled to begin by June 2013.

PREA STANDARD

RESPONSE PLANNING

- 9 115.322: Policies to ensure referrals of allegations for investigations

TRAINING AND EDUCATION

- 10 115:331: Employee training
- 11 115.332: Volunteer and contractor training

OYA ACTIONS and STATUS

RESPONSE PLANNING

- 9 Every OYA staff member is a mandatory child abuse reporter, per Policy 0-2.3, which includes mandatory annual training requirements. Staff are required to complete a Youth Incident Report as indicated in the procedure attached to Policy I-E-1.0, which includes notification requirements for all incidents of suspected sexual abuse. Updates were made January 2013 to policy I-A-10.0, Preventing, Responding to, and Monitoring Offender Sexual Abuse. This policy provides reporting guidelines and requirements for investigations, to reduce the risk of all forms of sexual abuse.

TRAINING AND EDUCATION

- 10 All new staff are trained on their responsibilities under OYA Policy I-A-10.0, Preventing, Responding to, and Monitoring Offender Sexual Abuse, through a 3.5-hour PREA training, and a 3.5-hour Ethics and Professional Boundaries training during New Employee Orientation. OYA is creating a mandatory annual PREA refresher training curriculum for all OYA staff. The new training is expected to roll out in spring 2013.
- 11 OYA has developed a mandatory PREA training for all volunteers and contractors who have contact with youth. A Web-based mandatory child abuse reporting training was released in 2011, which includes PREA; it is required for all volunteers and contractors with direct contact with youth, and others OYA deems necessary. A matrix of required training for all volunteers and contractors is attached to Policy I-A-10.0 and was updated January 2013.

PREA STANDARD

TRAINING AND EDUCATION

12 115.333: Resident education

13 115.334: Specialized training, investigations

OYA ACTIONS and STATUS

TRAINING AND EDUCATION

12 OYA provides a Youth Safety Guide to every youth upon entry into OYA custody and the youth is trained individually on the use of the guide by the presenting staff. The guide clearly states OYA's commitment to all youths' right to be free from sexual abuse. The guide was updated in 2011. Every youth also is given a pocket-size card providing instruction and contact information for the OYA Hotline. Youth safety posters are posted in English and Spanish throughout the agency. Youth Safety Guide and OYA Hotline Card distribution is tracked monthly by the Professional Standards Office. OYA is working with Idaho on their development of a youth video to be shown to youth within 10 days of intake, and periodically thereafter.

13 OYA ensures Professional Standards Office investigators and Human Resources analysts receive specialized training on investigating allegations of sexual abuse. OYA also ensures investigators receive ongoing training specializing in sexual abuse. Training records are documented in iLearn. OYA is working with CARES Northwest on an investigative training and yearly refresher trainings for investigators beginning in 2013.

PREA STANDARD

TRAINING AND EDUCATION

14 115.335: Specialized training, medical and mental health care

SCREENING FOR RISK OF SEXUAL VICTIMIZATION AND ABUSIVENESS

15 115:341: Obtaining information from residents

OYA ACTIONS and STATUS

TRAINING AND EDUCATION

14 OYA ensures its medical and mental health care providers receive specialized training on detecting and assessing signs of sexual abuse. OYA Policy IIA-1.2 addresses the chain of evidence. The National Institute of Corrections Preventing Sexual Abuse training, and the New Employee Orientation 7-hour PREA and Ethics and Professional Boundaries training, are required for OYA staff who are medical and mental health care professionals. CARES Northwest is developing a yearly refresher course to begin in June 2013.

SCREENING FOR RISK OF SEXUAL VICTIMIZATION AND ABUSIVENESS

15 Agency staff obtain information about residents' personal histories during intake and periodically during confinement to help keep residents safe from sexual abuse. OYA's intake process is being updated with PREA-specific questions to assist in determining each youth's sexual vulnerability or high risk to sexually offend during incarceration. OYA's Research Office and Professional Standards Office are working together to develop a validated automated assessment tool to assist in this process. The targeted completion date is late 2013.

PREA STANDARD

SCREENING FOR RISK OF SEXUAL VICTIMIZATION AND ABUSIVENESS

16 115.342: Placement of residents in housing, bed, program, education, and work assignments

REPORTING

17 115.351: Resident reporting

OYA ACTIONS and STATUS

SCREENING FOR RISK OF SEXUAL VICTIMIZATION AND ABUSIVENESS

16 OYA established a Chief of Population Management to centralize placement decision-making, and uses a comprehensive screening system specifically designed for juveniles in the care and custody of OYA. A security threat management program was created in 2012 focusing on high-risk youth behaviors including sexual aggressiveness. The Juvenile Justice Information System (JJIS) was enhanced in 2012 to include tracking of conflicts on JJIS Form 4011. Tracking known conflicts, such as potential for sexual victimization and/or sexual acting out, assists in making better informed placement decisions and keeping youth safe.

REPORTING

17 Youth can report abuse in person, to a trusted staff, manager, volunteer, or other adult, or on a grievance form, communication form, medigram, or survey, or by using the toll-free OYA Hotline to call the Professional Standards Office (PSO). OYA developed a process within the Juvenile Justice Information System (JJIS) to identify all incidents with reported “sexualized behavior” involving all ages of offenders, to trigger an automatic alert to PSO investigators and the PREA Coordinator to begin the process of reviewing, investigating, and tracking the incident.

PREA STANDARD

REPORTING

18 115.352: Exhaustion of administrative remedies

19 115.353: Resident access to outside support services and legal representation

20 115.354: Third-party reporting

OYA ACTIONS and STATUS

REPORTING

18 OYA has clear policy governing timelines for administrative remedies of youth grievances and complaints made to the Professional Standards Office (PSO). Policy II-F-1.1 clearly states the OYA Grievance process, timelines, and appeal process. Policy I-D-4.0 describes PSO and investigative timelines.

19 OYA provides access to juvenile rights advocacy groups including the Juvenile Rights Project, Court Appointed Special Advocates, and the Oregon Advocacy Center. OYA has identified a Sexual Abuse Response and Resource Coordinator and staff members to be part of a Sexual Abuse Response and Resource Team at each facility. SARRT roles include reviewing with the victim his or her rights to outside support services after an incident of sexual abuse has been reported. As listed in OYA policy II-F-3.6, youth offenders also are allowed phone calls to an attorney.

20 OYA refers or investigates all third-party reports of sexual assault through law enforcement, the Oregon Department of Human Services, or the Professional Standards Office. OYA Policy I-A-10.0, Preventing, Responding to, and Monitoring Offender Sexual Abuse, provides the guidelines for third-party reporting. It was updated December 2012 and rolled out January 2013. Under-age reporting and investigation are codified in Policy 0-2.3 regarding mandatory abuse reporting.

PREA STANDARD

OFFICIAL RESPONSE FOLLOWING A RESIDENT REPORT

21 115.361: Staff and agency reporting duties

22 115.362: Agency protection duties

23 115.363: Reporting to other confinement facilities

OYA ACTIONS and STATUS

OFFICIAL RESPONSE FOLLOWING A RESIDENT REPORT

21 Every OYA staff member is a mandatory reporter, per Policy 0-2.3, which includes mandatory annual training requirements. Staff are required to complete a Youth Incident Report as indicated in the procedure attached to Policy I-E-1.0, which includes notification requirements for all incidents of suspected sexual abuse.

22 OYA takes immediate action to protect the victim in any allegation of substantial risk of sexual abuse. Action may include a higher level of supervision, white-line-move to another unit or facility, isolation placement by request, assessment of vulnerability and high risk, and mental health services. Each facility has a PREA Compliance Manager and Sexual Abuse Resource and Response Coordinator to assess and assist this process.

23 It is OYA's practice to notify other facilities and agencies about any allegation of sexual abuse that occurs during placement in those facilities. Notification is done within 72 hours of OYA receiving a report of allegation. Documentation is required of notification.

PREA STANDARD

OFFICIAL RESPONSE FOLLOWING A RESIDENT REPORT

24 115.364: Staff first responder duties

25 115.365: Coordinated response

OYA ACTIONS and STATUS

OFFICIAL RESPONSE FOLLOWING A RESIDENT REPORT

24 Staff first-responder duties are codified in Policy I-A-10.0 regarding PREA and Policy II-A-1.2 regarding preserving the chain of evidence. OYA implemented a First Responder Form in 2012, available on the OYA intranet, and currently is pursuing attaching it to the Youth Incident Report (YIR) in JJIS. In 2012, OYA designated a PREA Compliance Manager in every facility and a Sexual Assault Response and Resource Coordinator who ensures staff understand and use the available format so they do not interfere with any criminal investigation.

25 In 2013 OYA implemented a coordinated facility procedure, FAC I-A-10.0, Responding to Sexual Abuse, to ensure OYA's PREA Coordinator, Sexual Abuse Response and Resource Coordinators (SARRC), Sexual Abuse Response and Resource Teams (SARRT), and PREA Compliance Managers provide a coordinated response to allegations of sexual abuse. This procedure rolled out January 2013. A SARRC or SARRT member responds to each incident to coordinate medical staff, the treatment manager, mental health practitioner, investigator, victim advocate, and other staff or outside partners as needed. Community Services SARRC procedures are being developed in 2013. The SARRC will maintain a log tracking incident details, law enforcement involvement, mental health services, retaliation tracking, required forms completed, and notifications to youth.

PREA STANDARD

OFFICIAL RESPONSE FOLLOWING A RESIDENT REPORT

26 115.366: Preservation of ability to protect residents from contact with abusers

27 115.367: Agency protection against retaliation

28 115.368: Post-allegation protective custody

OYA ACTIONS and STATUS

OFFICIAL RESPONSE FOLLOWING A RESIDENT REPORT

26 Separation of the victim and perpetrator is done during the first response for the protection of the victim. Each OYA facility and probation/parole office has a Sexual Abuse Response and Resource Coordinator (SARRC) to coordinate all responses following a sexual abuse allegation or risk of sexual abuse. Facility Procedure FAC I-A-10.0 outlines the response required based on severity of the incident and Policy A-10.0 outlines OYA agency response; both were updated in January 2013. Community Services SARRC procedures are being developed in 2013.

27 Policy O-2.0 regarding principles of conduct clarifies the agency's intent that there shall be no retaliation for reports of alleged illegal or unethical conduct. All allegations of retaliation are taken seriously and are investigated by OYA. The facility and community Sexual Abuse Response and Resource Coordinator (SARRC) is responsible to log and track any retaliation for 90 days after a reported sexual abuse/harassment incident.

28 OYA uses isolation of the victim only as a last resort to protect the victim, or only for a short-term basis at the victim's request. From the moment an allegation of sexual abuse is received, the SARRC and SARRT work with mental health and unit staff, medical staff, security, law enforcement, and investigators to ensure the victim's safety and separation from the abuser. Tracking continues for at least 90 days.

PREA STANDARD

INVESTIGATIONS

29 115.371: Criminal and administrative agency investigations

30 115.372: Evidentiary standard for administrative investigations

31 115.373 Reporting to residents

OYA ACTIONS and STATUS

INVESTIGATIONS

29 All allegations of illegal or unethical conduct are referred to the appropriate agency or to the OYA Professional Standards Office (PSO) for investigation per Policy O-2.3 regarding mandatory reporting, Policy I-A-10.0 regarding PREA, and Policy I-D-4.0 regarding PSO. After law enforcement concludes its investigation, or concurrently if approved, PSO will immediately begin its review and determine if additional investigation is necessary. PSO investigators are trained to be thorough, prompt, and take an independent objective view of all cases. OYA ensures its PSO investigators have received, and remain current on, specialized training. Tracking of the ongoing investigation and periodic notifications to youth are done by the facility SARRC according to FAC-I-A-10.0 procedure.

30 OYA's investigator assigned to the case, PREA Coordinator, and Chief Investigator, evaluate all PREA cases to the standard of preponderance of the evidence.

31 OYA Procedure FAC-I-A-10.0, effective January 2013, designates a facility Sexual Abuse Response and Resource Coordinator (SARRC) who tracks the investigation, outcome, services, retaliation, and notifications to youth. Youth are updated, as possible by the SARRC or a member of the SARRT, as to the progress of the investigation and determination. This process is overseen by the PREA Compliance Manager designated in each facility. Community Services SARRC procedures are being developed in 2013.

PREA STANDARD

DISCIPLINE

- 32 115.376: Disciplinary sanctions for staff
- 33 115.377: Corrective action for contractors and volunteers
- 34 115.378: Interventions and disciplinary sanctions for residents

OYA ACTIONS and STATUS

DISCIPLINE

- 32 All staff receive clear and consistent sanctions for violating law, policy and/or procedure. OYA sanctions are commensurate with the nature and circumstances with the acts committed. Termination is the presumptive sanction for staff who have engaged in sexual abuse. If a staff member is terminated for sexual abuse or sexual harassment, or resigns prior to completion of an investigation that results in a founded disposition, the individual is reported to law enforcement agencies, unless clearly not criminal activity, and to any relevant licensing bodies.
- 33 Any contractor or volunteer who engages in sexual abuse is prohibited from contact with youth and reported to law enforcement and any relevant licensing bodies. The Professional Standards Office conducts an administrative investigation to determine sanctions and to determine further contact with youth in the case of a violation of sexual abuse or sexual harassment policies I-D-3.16 and I-A-10.0.
- 34 Youth who engage in sexual abuse receive consistent consequence with the potential to incur additional criminal charges or adjudications. OYA has implemented an Offender Behavior Refocus Options matrix to ensure consistency. The PREA Coordinator, Sexual Abuse Response and Resource Coordinator, and Sexual Abuse Response and Resource Team members follow up to ensure the perpetrator receives appropriate sanctions, as well as services.

PREA STANDARD

MEDICAL AND MENTAL HEALTH CARE

- 35 115.381 Medical and mental health screenings; history of sexual abuse

- 36 115.382: Access to emergency medical and mental health records

- 37 115.383: Ongoing medical and mental health care for sexual abuse victims and abusers

OYA ACTIONS and STATUS

MEDICAL AND MENTAL HEALTH CARE

- 35 OYA policy II.D-1.0 regarding health history and physical assessment of youth requires the youth intake assessment to be completed within seven days of admission to a facility. A risk-needs assessment is completed on all youth with direct community placement to determine appropriate housing, program, and educational needs.

- 36 OYA employs staff or contracts with agencies to provide access to emergency medical and mental health service on a 24/7 basis.

- 37 OYA employs staff or contracts with agencies to provide medical and mental health care for sexual abuse victims and abusers. Policy I-A-10.0, Preventing, Responding to, and Monitoring Offender Sexual Abuse, outlines the practice of providing services to youth reporting sexual abuse. The facility Sexual Abuse Response and Resource Coordinator (SARRC) tracks and documents appropriate service delivery under FAC-I-A-10.0, a Facility Services procedure rolled out January 2013. A Community Services SARRC procedure is being developed in 2013.

PREA STANDARD

DATA COLLECTION AND REVIEW

38 115.386: Sexual abuse incident reviews

OYA ACTIONS and STATUS

DATA COLLECTION AND REVIEW

38 OYA's Professional Standards Office reviews all incidents and allegations of sexual abuse. In addition, an incident review is required for any sexual abuse incident that is founded or unable to be determined that is done at the facility level and includes management, Sexual Abuse Response and Resource Coordinator, PREA Compliance Manager, mental health, medical, and line staff. Considerations: do policy or practice require change; was the allegation motivated by race; ethnicity; gender identity; lesbian, gay, bisexual, transgender, or intersex identification status or perceived status; gang affiliation; other group dynamics at the facility; whether physical barriers may enable abuse, adequacy of staffing levels, and monitoring technology. This report produces recommendations and the facility is required to implement the recommendations or document its reasons for not doing so. The review will be integrated in the Critical Incident Review policy A-E-4.0 updating in April 2013.³⁹ All PREA events are stored in the Administrative Investigations Management database and are destroyed in compliance with Policy I-D-4.0 regarding the Professional Standards Office and retention of records. Youth Incident Reports in the Juvenile Justice Information System are automatically protected and may be restricted to ensure only those individuals with designated permissions are able to access the records.

PREA STANDARD

DATA COLLECTION AND REVIEW

39 115.387: Data collection

40 115.388: Data review for corrective action

OYA ACTIONS and STATUS

DATA COLLECTION AND REVIEW

39 All reported incidents of sexual abuse are documented in Juvenile Justice Information System (JJIS) Youth Incident Reports or the Administrative Investigations Management database when the alleged subject is staff. All investigations and PREA-reportable events are stored in the Administrative Investigations Management database maintained by the OYA Professional Standards Office. The information received is compiled and stored for reference and analysis. This includes data from the private facilities under contract with OYA.

40 Data compiled from the Juvenile Justice Information System and Administrative Investigations Management database are reviewed to determine patterns and the need for corrective actions. Monthly and annual statistical data reports regarding investigations and PREA events are compiled by OYA's Professional Standards Office (PSO) and provided to executive management to determine patterns and the need for corrective actions. Investigations and PREA events are also reviewed during monthly briefings with the OYA Director, executive management, PSO and Human Resources to ensure statewide review and consistent corrective actions are taken.

PREA STANDARD

DATA COLLECTION AND REVIEW

41 115.389: Data storage, publication, and destruction

AUDITS

42 115.393: Audits of standards

OYA ACTIONS and STATUS

DATA COLLECTION AND REVIEW

41 All PREA events are stored in the Administrative Investigations Management database and are destroyed in compliance with Policy I-D-4.0 regarding the Professional Standards Office and retention of records. Youth Incident Reports in the Juvenile Justice Information System are automatically protected and may be restricted to ensure only those individuals with designated permissions are able to access the records.

AUDITS

42 OYA's PREA Coordinator will develop a system in conjunction with the Sexual Assault Response and Resource Coordinator and the Sexual Assault Response and Resource Team to annually audit facility and community compliance. OYA's internal auditor will consult with the PREA Coordinator on an ongoing basis. Independent outside audits will be conducted every three years by outside agencies. Reports and corrective action plans will be published on the OYA Web site. The DOJ (Department of Justice) is currently working on an auditors training and certification to meet this requirement.

PREA STANDARD

AUDITING AND CORRECTIVE ACTION

43 115.401: Frequency and scope of audits

44 115.402: Auditor qualifications

45 115.403: Audit contents and findings

46 115.404: Audit corrective action plan

47 115.405: Audit appeals

OYA ACTIONS and STATUS

AUDITING AND CORRECTIVE ACTION

43 Beginning in August of 2013, a three-year auditing period will begin. An audit of each facility operated by OYA and by a private organization that contracts with OYA will be done, with 1/3 being audited each year. DOJ is developing and will issue an audit instrument in early 2013.

44 Auditor qualifications include being certified by DOJ. Expected procedures regarding the certification process, including training requirements are expected early in 2013.

45 The final audit will be published on the OYA Web site. OYA expects to be PREA compliant, as shown through the audit process, scheduled to be conducted from August 2013 to August 2016.

46 If the agency does not meet the audit standard set by DOJ, it has 180 days to take corrective action.

47 There is an appeal process that can be lodged within 90 days of the final audit before the findings are finalized.

PREA STANDARD

STATE COMPLIANCE

48 115.501: State determination and certification of full compliance

OYA ACTIONS and STATUS

STATE COMPLIANCE

48 The Governor will consider the results of the agency audit to make a determination of OYA's PREA compliance. OYA is working closely with Oregon Department of Corrections to ensure both agencies reach full compliance, which will allow the Governor to certify the State of Oregon as PREA compliant in August 2013. OYA has formed the Oregon PREA Resource Workgroup (OPRW), which includes Juvenile Corrections, Adult Corrections, Jails, Detention Centers, and contracted private providers, to assist correction agencies throughout Oregon with PREA compliance and sexual safety.

STATISTICS

The following table shows the number of reports of sexual abuse incidents received by OYA during the past five years and the number of substantiated reports. The larger share of substantiated incidents for 2008 compared with the number reported is a result of agency efforts to enhance the investigation process. It also is a result of combined Professional Standard Office and Human Resources efforts to ensure all cases receive due process.

Reports of sexual abuse within OYA facilities								
Year	Youth-to-youth non-consensual sexual acts		Youth-to-youth abusive sexual contacts		Staff-to-youth sexual misconduct		Staff-to-youth sexual harassment	
	All reports	Substantiated	All reports	Substantiated	All reports	Substantiated	All reports	Substantiated
2005	5	4	6	5	1	0	0	0
2006	4	4	6	6	3	1	0	0
2007	4	2	9	7	4	1	6	0
2008	9	4	28	16	17	3	5	3
2009	6	4	19	13	2	1	2	2
2010	3	1	20	7	16	1	10	2
2011	10	3	24	10	15	1	11	1

OYA continues to vigorously strengthen its Professional Standards Office investigating and PREA reporting and tracking system to ensure the agency attains full compliance with all PREA standards on or before the required implementation date.



OREGON YOUTH AUTHORITY

530 Center Street NE, Suite 200
Salem, Oregon 97301-3765

Voice: 503-378-5313

Fax: 503-373-1460

www.oregon.gov/OYA

INTEGRITY ◆ **PROFESSIONALISM** ◆ **ACCOUNTABILITY** ◆ **RESPECT**

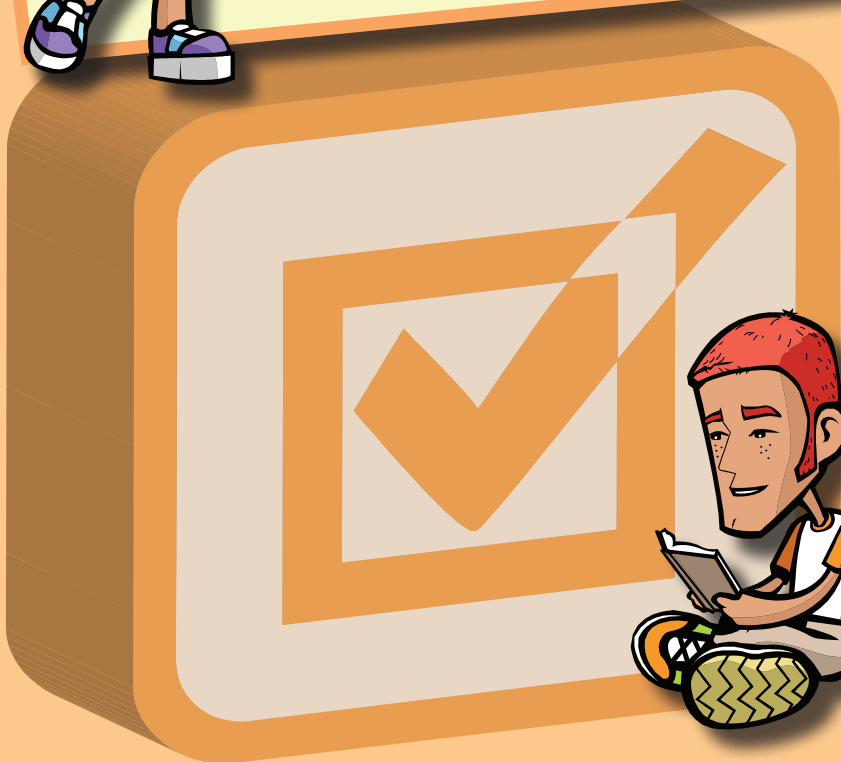


OYA Youth Safety Guide

CHECKING IN FOR:



Your Safety at OYA



The Basics

Our Mission

While you are in OYA custody, it is important to us that you remain safe and free from all types of abuse. OYA and community placement agencies work very hard to help youth change their behavior. Most of the youth in OYA or community placements are working to change their behavior too. We want to help all youth become successful in an environment that is safe.

What's Inside:

Read this booklet to learn how to stay safe at OYA:

2
PAGE

The Basics

4
PAGE

The Problem of Abuse

6
PAGE

Staying Safe

8
PAGE

How to Report Abuse

10
PAGE

If Abuse Happens...



SO, HOW WILL THIS BOOKLET HELP ME STAY SAFE?

This booklet gives you important information about your safety in OYA facilities and community placements. Youth and staff safety is one of the most important values of OYA.

This pamphlet tells you how to:

- ✓ Be safe in OYA facilities and community placements.
- ✓ Get help if you are abused or harmed.
- ✓ Take the right steps to report if you are abused or harmed.
- ✓ Be free from retaliation.

OYA Has a Zero Tolerance for Any and All Abusive Behaviors

This means that if a youth or staff is abusive, OYA will ensure the abuse is investigated. The investigation will follow laws and rules that hold the person accountable.

The Problem of Abuse

Whether you are living in the community, a close custody facility residential program, or foster home, the possibility always exists that another person may be abusive. Abuse can be verbal, physical, emotional or sexual.

This means abuse can include:

- **Hitting.**
- **Intimidation.**
- **Bullying.**
- **Threatening.**
- **Sexual abuse or harassment.**
- **Vulgar or demeaning comments.**

It is wrong for anyone to threaten or hurt another person. Everyone deserves to be safe. Unfortunately, some **YOUTH OR EVEN STAFF** may try to harm you.

Abusive behaviors are criminal acts and will be investigated and prosecuted when possible. This includes sexual behavior.

Sexual and Romantic Activity

Any attempt to encourage or force sexual behavior is abuse.

All sexual or romantic activity between staff and youth is prohibited and against the law. Also, sexual activity between youth in residential or correctional facilities is prohibited and in most cases is against the law.





WHO DO YOU MEAN BY **STAFF**?

When we talk about staff in this booklet, we're talking about any adults who are assigned by OYA to work with or help OYA youth. Staff work in or volunteer with facilities, residential programs, foster homes and OYA offices.

OYA Works Hard to Keep You Safe

Staff will do everything they can to prevent abuse.

The actions they will take include:

- ✓ **Supervising youth closely in person and with cameras.**
- ✓ **Creating and enforcing rules to keep youth and staff safe.**
- ✓ **Holding a person accountable (no matter who they are) if they abuse someone else. This means staff will report the abuse so it can be investigated.**

Staying Safe

Promoting safety is not only what staff do, but what you, as a youth, must do. Here are some things you can do to remain safe.

Pay attention to:

✓ **Where you are.**

Avoid being isolated away from the main group where staff can't see you. Position yourself in plain view. Abuse happens more often when a youth is isolated and alone with another person than when the youth is part of a group.

✓ **Situations that make you feel uncomfortable.**

Trust your gut feeling. If a situation feels wrong, it most likely is. Work to get yourself out of the situation and then report what happened to staff or another adult you trust.

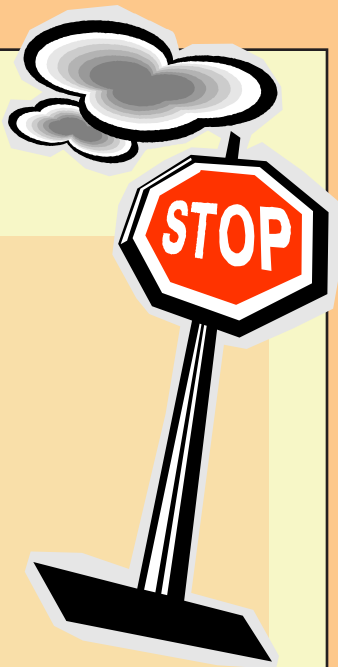
✓ **Special attention someone may be giving just to you.**

This may be favors, romantic or sexual gestures or talk. This includes sharing secrets. You need to report this to staff or another adult you trust.

✓ **Who you tell private information to.**

Youth have been known to use this information to get another youth to do something they don't want to.





Do not:

- ✓ **Accept any offer of protection.**
Someone offering to protect you from consequences or harm from anyone else will want something in return.
- ✓ **Accept a loan or gift.**
Do not borrow, gamble or trade anything. Avoid owing anything to anyone.
- ✓ **Let manners get in the way of keeping yourself**

Take action!

- ★ Tell staff immediately if someone tries to isolate you, singles you out, gives you anything special, wants to trade or loan an item, or offers you protection.
- ★ It is very important that you report these things to staff or another adult you trust.
- ★ If the person you told doesn't believe you or take you seriously, tell another staff or another adult you trust about it. Keep telling until someone takes you seriously.

How to Report Abuse

If you are abused or know of someone that has been abused, you need to **report** it. Remember, abuse can be verbal, emotional, physical or sexual. Reporting can be hard to do but it will make sure that you or others are safe from more harm. It also means that the person who caused the harm may not harm you or others any more. This is a very important way to make sure where you live is safe.

HOW DO I REPORT AT A COMMUNITY PLACEMENT?



Talk to or send a letter or note to any of the following:

- ✓ **Counselor**
- ✓ **Your Probation or Parole Officer**
- ✓ **A police officer**
- ✓ **Parents or guardians**
- ✓ **Your attorney or advocate**
- ✓ **Chaplains or ministers**
- ✓ **Juvenile advocate or victim rights agencies**
- ✓ **Any adult you trust**

Or, you can make a report by:

- ✓ **Calling the OYA Hotline at 1-800-315-5440.**

An investigator from the Professional Standards Office will return your confidential call and follow-up on your report. You may leave an anonymous message with as much detail about the abuse as possible for an investigation.

- ✓ **Filing a grievance.**

HOW DO I REPORT IF I'M LIVING AT AN OYA FACILITY?



Talk to or send a letter or note to any of the following:

- ✓ **Group Life Coordinators**
- ✓ **Nurses**
- ✓ **Treatment Managers**
- ✓ **QMHPs**
- ✓ **Your Probation or Parole Officer**
- ✓ **Your attorney or advocate**
- ✓ **Parents or guardians**
- ✓ **Chaplains or ministers**
- ✓ **Oregon State Police**
- ✓ **Juvenile advocate or victim rights agencies**
- ✓ **Any adult you trust**

Or, you can make a report by:

✓ **Calling the OYA Hotline at 1-800-315-5440.**

An investigator from the Professional Standards Office will return your confidential call and follow-up on your report. You may leave an anonymous message with as much detail about the abuse as possible for an investigation.

✓ **Filing a grievance.**

Each OYA facility has a confidential process to inform counselors that a youth needs to speak with them. All facility staff know what to do if you have been harmed and how to help you become safe.

If Abuse Happens...

What are the steps I should take if I'm sexually abused?

If you are in an OYA facility or community placement and have been sexually abused, it is important that you do the following:

- ✓ **Report the sexual abuse to staff or another adult you trust.**
- ✓ **Seek medical help right away.**

It is important that you avoid the following until you seek medical help. The following things help preserve evidence so OYA can take action against the person who abused you.

Do not:

- Shower or wash
- Eat or drink
- Use the restroom
- Brush your teeth
- Change your clothes

What happens if I report that I've been abused verbally, emotionally, physically or sexually?

Your report will be taken seriously. OYA will take steps to make sure you are safe from further abuse. Your report will be kept as confidential as possible. You will get medical attention and counseling if you need it. The abuse will be investigated and criminal charges will be pursued.

What will happen if I abuse someone?

We will investigate the abuse and will seek criminal charges. If you are found guilty you will likely face more time in OYA custody, be placed in a correctional facility, or placed in detention or jail depending on your age and the charges filed. If you have trouble controlling your actions, seek help so that you don't harm anyone.

What should I do if I witness abuse or even just suspect I witnessed abuse?

You need to report any abuse or suspected abuse you witness. An investigation will take place to find the truth. You won't get in trouble if you make an honest report.

What will happen if I make a false report?

Staff take reports of abuse very seriously. If you choose to make a false report of abuse against anyone, it will be discovered. Anyone making a false report will be held accountable. This includes loss of privileges and possibly new criminal charges.

Our goal is to provide the safest programs possible. Being honest in what you say and do is a big part of staying safe.

What should I do if someone is retaliating against me for reporting abuse?

You have the right to be free from abuse and retaliation. You need to report any suspected retaliation so it can be investigated.



OREGON YOUTH AUTHORITY

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Salem, OR 97301-3740

Phone: 503-378-5313

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ProfessionalStandards.Office@state.or.us

www.oregon.gov/OYA

OYA Hotline 1-800-315-5440



Major Budget Drivers

The Governor's General Fund budget for OYA includes : 63% personal services, 13% supplies and services (S&S), and 24% special payments

The General Fund cost increase over LAB is 6.5% or \$16.7 million dollars

The largest budget driver is the cost of salaries and benefits which increased \$18.3 million partially offset by (\$3.7 million) estimated PERS savings.

Additional savings include reduced debt service costs (\$3.3 million), state government service charges (\$2.6 million), and administrative (\$.8 million).

Inflation allowances for S&S, and special payments are \$2.7 million.

Phase in and phase out of agency programs is \$6.1 million.



Budget Environment

Close custody services are a critical resource for Oregon's 36 counties to manage the most dangerous youth offenders. Recent budget reductions coupled with rapidly increasing personal services costs have reduced the number of beds available for discretionary placements in close custody.

Residential treatment providers and OYA's county partners experience many of the same cost pressures as close custody. Historically OYA has been unable to provide increases in special payments funding commensurate with increased costs.

OYA's aging physical infrastructure requires substantial ongoing investment in maintenance and capital improvement programs.

Additional resources will be needed to successfully implement program improvements (e.g. Prison Rape Elimination Act , Youth Reformation System, OYA Performance Management System).

Other notable challenges include the cost of medical services, food costs, transportation costs, utilities, and technology infrastructure.

HB 4131

2013-15 BIENNIUM

HB 4131

HB 4131 requires applicable agencies to attain a supervisor-to-staff ratio of 1:11. Until an agency has attained that ratio, HB 4131 requires an agency to increase its supervisory ratio to employees by at least one additional employee annually.

Oregon Youth Authority's supervisor-to-staff ratio, by date:

- | | | | |
|---|--------------|-----|---------------------------|
| ➤ | October 2011 | 1:8 | Supervisor-to-staff ratio |
| ➤ | January 2012 | 1:8 | Supervisor-to-staff ratio |
| ➤ | October 2012 | 1:9 | Supervisor-to-staff ratio |

Actions taken to date to move toward the target ratio:

- Removal of supervisory duties from selected positions
- Reallocation of selected management service positions to classified represented
- Elimination of two management service supervisory positions

Oregon Youth Authority

Budgeted Capacity Recap

	Close Custody Beds	Community Placement Beds	Total
Legislatively Approved Budget			
2001-03	1,131	608	1,739
2003-05	800	608	1,408
2005-07	850	608	1,458
2007-09	995	681	1,676
2009-11	900	555	1,455
2011-13	750	658	1,408
2013-15 Governor's Balanced Budget	753	658	1,411

4070

2011-2013 Biennium

Permanent Financing Plan for Oregon Youth Authority
Agency Number: 41500

revised 03/11

SABR Coordinator: John Fox

DAS Budget Analyst: Michael Kennedy

Phone: (503) 373-7619

Agency Plan Number: R1113-1

Action	Repr. Class No. & Psy/Rg Opts	Class Title	Position Number	Salary Range	Top Step	# of Mos.	Biennial Cost	Detail Cross Ref (DCR)	GF %	OF %	FF %	LF %	% Check
REQUEST SECTION:													
<i>Increase Months</i>													
To	OXN C6751 AA	GROUP LIFE COORDINATOR 2	0793134	PF 19	4,141	12.00	49,692	010-10-00-00000	100.00%	✓	-	-	100.00%
From	OXN C6751 AA	GROUP LIFE COORDINATOR 2	0793134	PP 19	4,141	3.00	12,423	010-10-00-00000	100.00%	✓	-	-	100.00%
		Total Cost					37,269						
<i>Increase Months</i>													
To	OXN C6751 AA	GROUP LIFE COORDINATOR 2	0701149	PF 19	4,141	12.00	49,692	010-10-00-00000	100.00%	✓	-	-	100.00%
From	OXN C6751 AA	GROUP LIFE COORDINATOR 2	0701149	PP 19	4,141	6.00	24,846	010-10-00-00000	100.00%	✓	-	-	100.00%
		Total Cost					24,846						
<i>Increase Months</i>													
To	OXN C6751 AA	GROUP LIFE COORDINATOR 2	0701093	PP 19	4,141	12.00	49,692	010-10-00-00000	100.00%	✓	-	-	100.00%
From	OXN C6751 AA	GROUP LIFE COORDINATOR 2	0701093	PP 19	4,141	6.00	24,846	010-10-00-00000	100.00%	✓	-	-	100.00%
		Total Cost					24,846						
Total Request Section													
							86,961						
FINANCING SECTION													
Abolish	X7004 - MMS A A	Principal Exec/Manager C	0707138	PP 28X	6,046	7.00	42,322	010-10-00-00000	100.00%	✓	-	-	100.00%
<i>Decrease Months ↓</i>													
To	OA C4101 AA	Custodian	0785220	PP 10	2,510	2.00	5,020	010-10-00-00000	100.00%	✓	-	-	100.00%
From	OA C4101 AA	Custodian	0785220	PP 10	2,510	4.00	10,040	010-10-00-00000	100.00%	✓	-	-	100.00%
		Total Savings					5,020						
<i>Reclass ↓</i>													
To	OA C6632 AA	JV PROB/SOC SV OF/JV COR COUNS	0707249	PF 24	4,787	24.00	114,888	010-10-00-00000	100.00%	✓	-	-	100.00%
From	OA C726 AA	PSYCHIATRIC SOCIAL WORKER	0707249	PF 28	5,789	24.00	138,935	010-10-00-00000	100.00%	✓	-	-	100.00%
		Total Savings					24,048						
<i>Reclass ↓</i>													
To	OA C6632 AA	JV PROB/SOC SV OF/JV COR COUNS	0494011	PF 24	4,787	24.00	114,888	010-10-00-00000	100.00%	✓	-	-	100.00%
From	OA C0861 AA	PROGRAM ANALYST 2	0494011	PF 27	5,524	24.00	132,576	010-10-00-00000	100.00%	✓	-	-	100.00%
		Total Savings					17,688						
Total Financing Section													
							89,078						
Total Request													
							86,961						
Total Financing													
							89,078						
Balance from Prior Actions													
Balance for Future Actions													
							2,117						

1-13-12
JSS
1-13-12

APPROVED

PICS FILE UPDATED

Executive Department
Budget & Management Division

Plan Cok
JSS
4/12/12

April 4, 2012

STATE OF OREGON

INTEROFFICE MEMO

TO: George Naughton
Brian DeForest

FROM: Michael Kennedy

SUBJECT: OYA Reclassification Package

Issue: Should the Oregon Youth Authority be allowed to increase months on three positions?

Background: The Oregon Youth Authority is requesting to increase months, from six to 12, on three Group Life Coordinator 2 positions. These changes, and the actions necessary to finance them, are a product of continued restructuring to manage to the 2011-13 Legislatively Approved Budget.

The actions requested to finance the plan include:

- Abolish a PEM C position
- Decrease months on a Custodian position from four to two.
- Reclass a Psychiatric Social Worker down to a Juvenile Probation Officer, and
- Reclass a Program Analyst 2 down to a Juvenile Probation Officer

Recommendation: Approve the increase in months.

2011-2013 Biennium

Permanent Financing Plan for Oregon Youth Authority
Agency Number: 41500

SABR Coordinator: John Fox

Phone: (503) 373-7619

CFO Budget Analyst: Michael Kennedy

Agency Plan Number: R1113-2

Reclass #	From	To	Class Title	Position Number	Salary Range	Top Step	# of Mos.	Biennial Cost	Detail Cross Ref (DCR)	GF %	OF % (Required)	FF %	LF %
	OA C1487 1A	Info Sys Spec 7	0198006	PF	31	6,853	24.00	164,472	030-10-00-00000	97.48%	-	2.52%	4,145
	OA C1488 1A	Info Sys Spec 8	0198006	PF	33	7,474	24.00	179,376	030-10-00-00000	97.48%	-	2.52%	4,520
	MMN X0873 AA	Ops & Pol Ana 4	3200755	PF	32	7,333	24.00	175,968	030-10-00-00000	84.11%	-	15.89%	27,961
	MMS X7006 AA	PEM D	3200755	PF	31X	6,992	24.00	167,808	030-10-00-00000	84.11%	-	15.89%	26,665
	OA C1118 AA	Research Ana 4	0901505	PF	30	6,374	24.00	152,904	030-10-00-00000	97.48%	-	2.52%	3,853
	OA C1117 AA	Research Ana 3	0901505	PF	26	5,265	24.00	126,360	030-10-00-00000	97.48%	-	2.52%	3,184
		Total Cost				825		19,800					1,590
	MMN X0873 AA	Ops & Pol Ana 4	0912001	PF	32	7,332	24.00	175,968	030-10-00-00000	97.48%	-	2.52%	4,434
	MMN X0866 AA	Pub Aff Spec 3	0912002	PF	31	6,992	24.00	167,808	030-10-00-00000	97.48%	-	2.52%	4,229
		Total Request Section						353,323					10,253
	MMS X7006 AA	PEM D	0711009	PF	31X	6,992	24.00	167,808	030-10-00-00000	84.11%	-	15.89%	26,665
	MMS X7006 AA	PEM D	0610003	PF	31X	6,992	24.00	167,808	010-10-00-00000	100.00%	-	0.00%	-
		Total Request Section						308,951					26,665
	OA C0108 AA	Admin Spec 2	0795820	PP	19	3,783	12.00	45,396	030-10-00-00000	97.48%	-	2.52%	1,144
	OA C0108 AA	Admin Spec 2	0795820	PF	19	3,783	24.00	90,792	030-10-00-00000	97.48%	-	2.52%	2,288
		Total Savings						45,396		100.00%	-	-	1,144
		Total Financing Section						353,203					27,809
		Total Request						353,323					10,253
		Balance from Prior Actions						2,117					27,809
		Balance for Future Actions						1,997					17,556
		Total						357,437					55,671

APPROVED
 PICS FILE UPDATED
 EXECUTIVE DEPARTMENT
 BUDGET & MANAGEMENT DIVISION
 11-13 LA
 10/04/12

note: updated with 12/01/11 Comp Plan

June 28, 2011

STATE OF OREGON

INTEROFFICE MEMO

TO: George Naughton
Kay Erickson

FROM: Michael Kennedy

SUBJECT: OYA Reclassification Package

Issue: Should the Oregon Youth Authority be allowed to reclassify three positions and establish two others?

Background: The Oregon Youth Authority has requested to reclassify

- (a) An ISS8 to an ISS7
- (b) PEM D to a Ops & Policy Analyst 4
- (c) A Research Analyst 3 to a Research Analyst 4

The agency is also requesting to establish the following two positions:

- (a) An Ops & Policy Analyst 4
- (b) A Public Affairs Specialist 3

The Human Resource Services Division has reviewed each request and determined that the duties and responsibilities in each case are appropriate for the destination classification.

Most of the impetus for this request is to continue to meet timelines of the implementation of a Performance Management System, as well as to implement the Youth Reformation System. These are significant initiatives for the agency and require flexibility to meet the changing staffing needs.

Note that the actions in this request are financed by abolishing two PEM Ds, and that another PEM D is being reclassified to a non-supervisory position. This will aid the agency in reaching the supervisory ratio for 2012.

Recommendation: Approve the reclasses and establishments as requested.

Permanent Finance & Limited Duration Plan Approval Form

Agency Name OYA
 Agency # 415

SABRS Pkg Control # 152
 Date Received 9/21/12
 Date Logged 9/26/12

SABR Section	Finance Plan is complete and accurate	Signed by: <u> <i>[Signature]</i> </u>	Date: <u> 9/26/12 </u>
		Date sent to BAM Analyst: <u> 9/26/12 </u>	

BAM Analyst	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Disapproved (See Attached Memo)	Signed by: <u> <i>[Signature]</i> </u>	Date: <u> 10.2.2012 </u>
--------------------	--	--	----------------------------

BAM Management	Name <u> GMN </u>	Date: <u> 10/8/12 </u>
	(BAM Administrator)	
	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Disapproved	
	Name <u> <i>[Signature]</i> </u>	Date: <u> 10/4/2012 </u>
	(BAM Budget Manager)	
	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Disapproved	

SABR Section	PICS has been updated Budget Execution: LA file Budget Preparation: BP file (if applicable)	Signed by: <u> <i>[Signature]</i> </u>	Date: <u> 10/09/2012 </u>
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Comments: _____

2011-2013 Biennium

Permanent Financing Plan for Oregon Youth Authority

Agency Number: 41500

SABR Coordinator: John Fox

Phone: (503) 373-7619

CFO Budget Analyst: Michael Kennedy

(Required) Agency Plan Number: R1113-3

Action	Repr, Class No. & Pay/Rg Opts	Class Title	Position Number	Type	Salary Range	Top Step	# of Mos.	Biennial Cost	Detail Cross Ref (DCR)	GF %	\$	OF %	\$	FF %	\$	LF %
REQUEST SECTION:																
Reclass 1																
To	OA C0212 AA	Acct Tech 3	0610005	PF	19	3,783	24.00	90,792	010-10-00-00000	100.00%	90,792					
From	OA C0104 AA	Office Spec 2	0610005	PF	15	3,132	24.00	75,168	010-10-00-00000	100.00%	75,168					
To	MMS X0119 AA	Exec Supt Spec 2	0789034	PF	19	3,913	24.00	93,912	010-10-00-00000	100.00%	93,912					
From	MMS X0118 AA	Exec Supt Spec 1	0789034	PF	17	3,539	24.00	84,936	010-10-00-00000	100.00%	84,936					
				Total Cost		1,025		24,600			24,600					
				Total Request Section				24,600			24,600					
FINANCING SECTION:																
Abolish	OA C0108 AA	Admin Spec 2	0795820	PP	19	3,783	12.00	45,396	030-10-00-00000	97.48%	44,252			2.52%	1,144	
Abolish										100.00%	44,252				1,144	
				Total Financing Section				44,252			44,252				1,144	
				Total Request				24,600			24,600					
				Total Financing				44,252			44,252				1,144	
				Balance from Prior Actions				1,997			1,997				17,556	
				Balance for Future Actions				21,649			21,649				18,700	

note: updated with 12/01/11 Comp Plan

APPROVED

PICS FILE UPDATED
EXECUTIVE DEPARTMENT
BUDGET & MANAGEMENT DIVISION

11-13 LA
~~12/05/12~~
12/05/12



Oregon

John A. Kitzhaber, MD, Governor

Department of Administrative Services
Chief Human Resources Office
155 Cottage Street NE, U30
Salem, OR 97301

October 30, 2012

SCAN VIA EMAIL

To: Tracy Warren, HR Analyst
Oregon Youth Authority
Agency 41500

From: "M" (Marilyn) Williams, HR Consultant
Classification & Compensation Unit
CHRO, DAS

Re: 0610005 Upward Reclass to Accounting Tech 3

We have completed our review of the position submitted to the Chief Human Resources Office on 10/29/12 for reclassification. Based upon our analysis of the position description and the additional information provided by the agency, we **concur with** your request as follows:

Position No.	Working Title	From Class No & Title	To Class No & Title	Review Date
0610005	Payroll Technician	C0104 Office Spec 2	C0212 Accounting Tech 3	10-30-12

In addition, we agree with the Service Type and FLSA Non-exempt designations.

To facilitate the process please include a copy of this memo when submitting your request to Budget and Management. If there are any position description changes, please resubmit for additional review. This is being entered into our database for tracking. If you decide to withdraw this action, please notify us immediately.



Oregon

John A. Kitzhaber, MD, Governor

Department of Administrative Services
Chief Human Resources Office
155 Cottage Street NE, U30
Salem, OR 97301

October 29, 2012

SCAN VIA EMAIL

To: Tracy Warren, HR Analyst
Oregon Youth Authority
Agency 41500

From: "M" (Marilyn) Williams, HR Consultant
Classification & Compensation Unit
CHRO, DAS

Re: 0789034 Upward Reclass to ESS 2

We have completed our review of the position submitted to the Chief Human Resources Office on 10/29/12 for reclassification. Based upon our analysis of the position description and the additional information provided by the agency, we **concur with** your request as follows:

Position No.	From Class No & Title	To Class No & Title	Review Date
0789034	X0118 Executive Support Specialist 1	X0119 Executive Support Specialist 2	10-29-12

In addition, we agree with the Management Service and FLSA Non-exempt designations.

To facilitate the process please include a copy of this memo when submitting your request to Budget and Management. If there are any position description changes, please resubmit for additional review. This is being entered into our database for tracking. If you decide to withdraw this action, please notify us immediately.

Permanent Finance & Limited Duration Plan Approval Form

Agency Name OYA
 Agency # 415

SABRS Pkg Control # 171
 Date Received 11/29/12
 Date Logged 11/29/12

SABR Section	Finance Plan is complete and accurate	Signed by: <u>[Signature]</u>	Date: <u>11/29/12</u>
		Date sent to BAM Analyst: <u>11/29/12</u>	

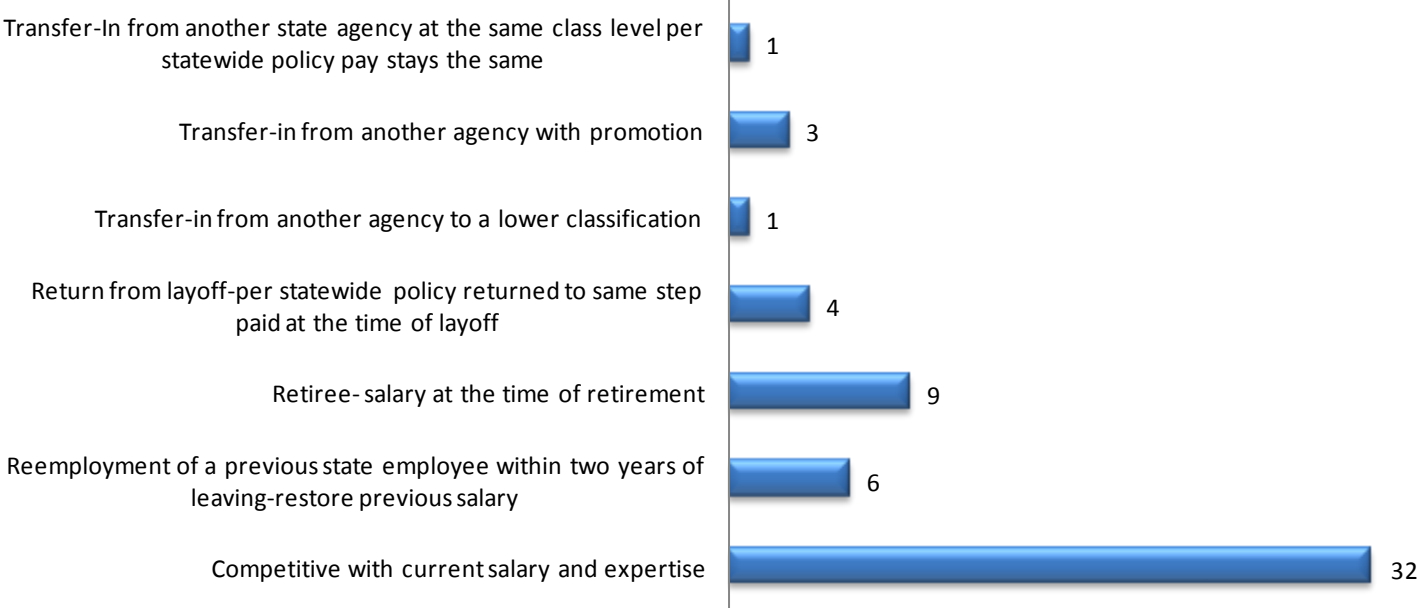
BAM Analyst	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Disapproved (See Attached Memo)	Signed by: <u>MAK</u>	Date: <u>11-30</u>
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BAM Management	Name <u>GMN</u>	Date: <u>12/5/12</u>
	(BAM Administrator)	
	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Disapproved - as modified below	
	Name <u>Ke</u>	Date: <u>12/5/12</u>
	(BAM Budget Manager)	
	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Disapproved	

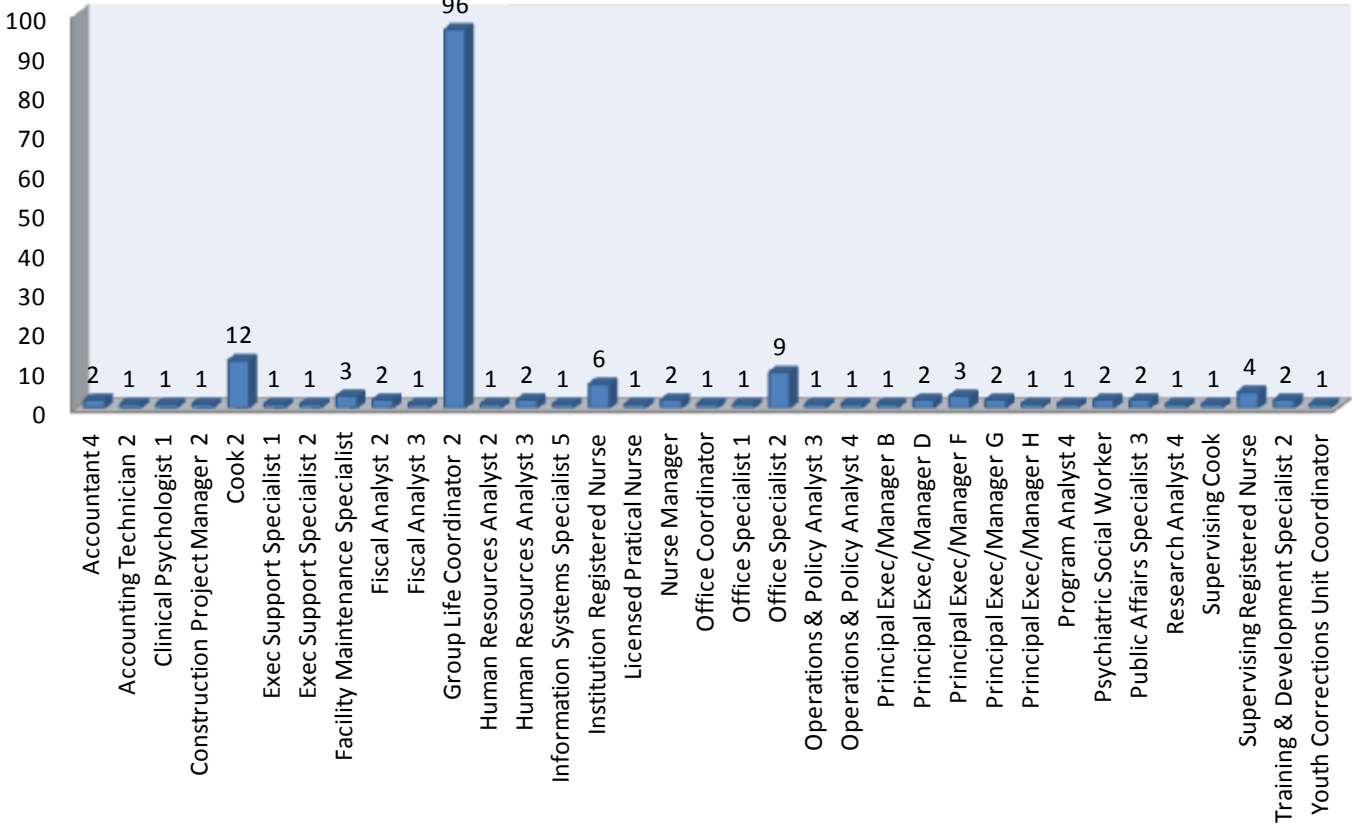
SABR Section	PICS has been updated	Signed by: <u>[Signature]</u>	Date: <u>12/05/12</u>
	Budget Execution: LA file		
	Budget Preparation: BP file (if applicable)		

Comments: 2 ↑ reclasses
Solve work out of class issues, and is deemed a long term solution to shifting duties. Funded with decrease in months.
okay w/ Reclass but abolish pos # 795820 and instead of reducing to 5 months
George

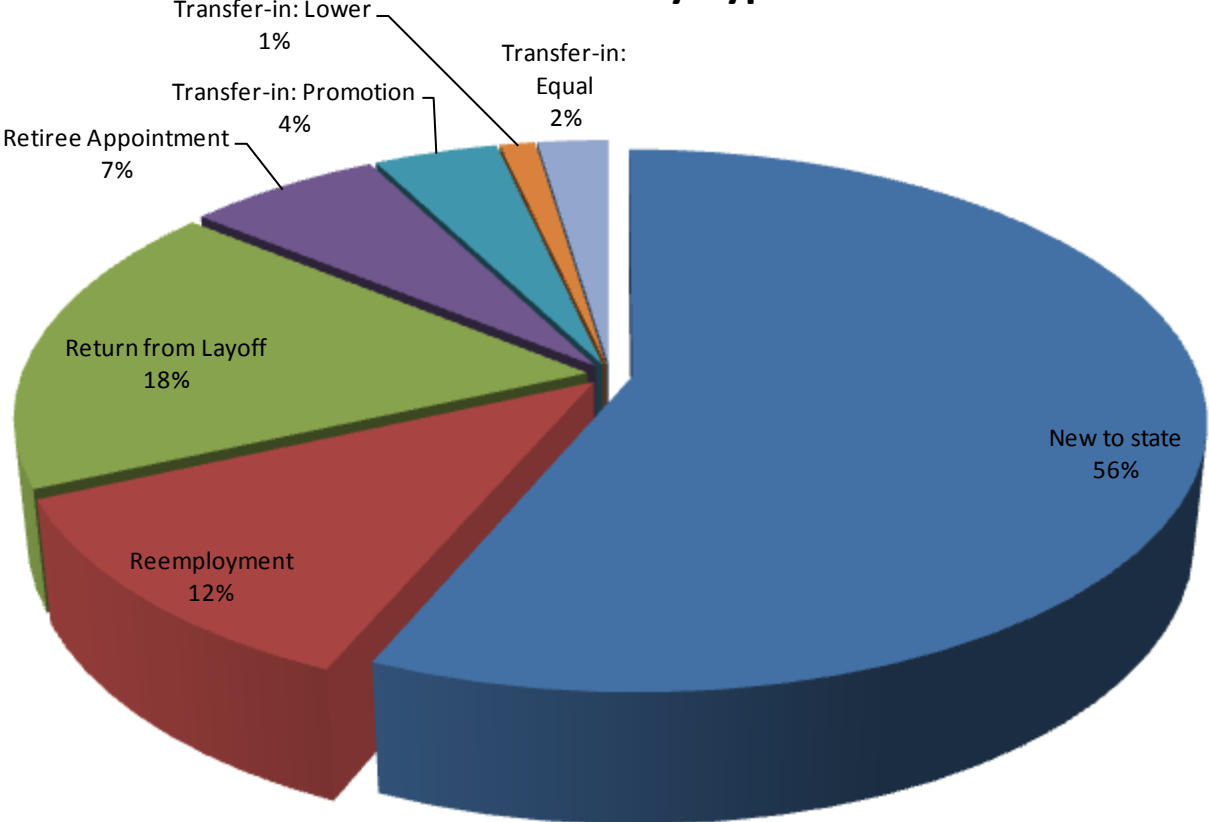
New Hires Above Step 2 by Justification



New Hires by Classification

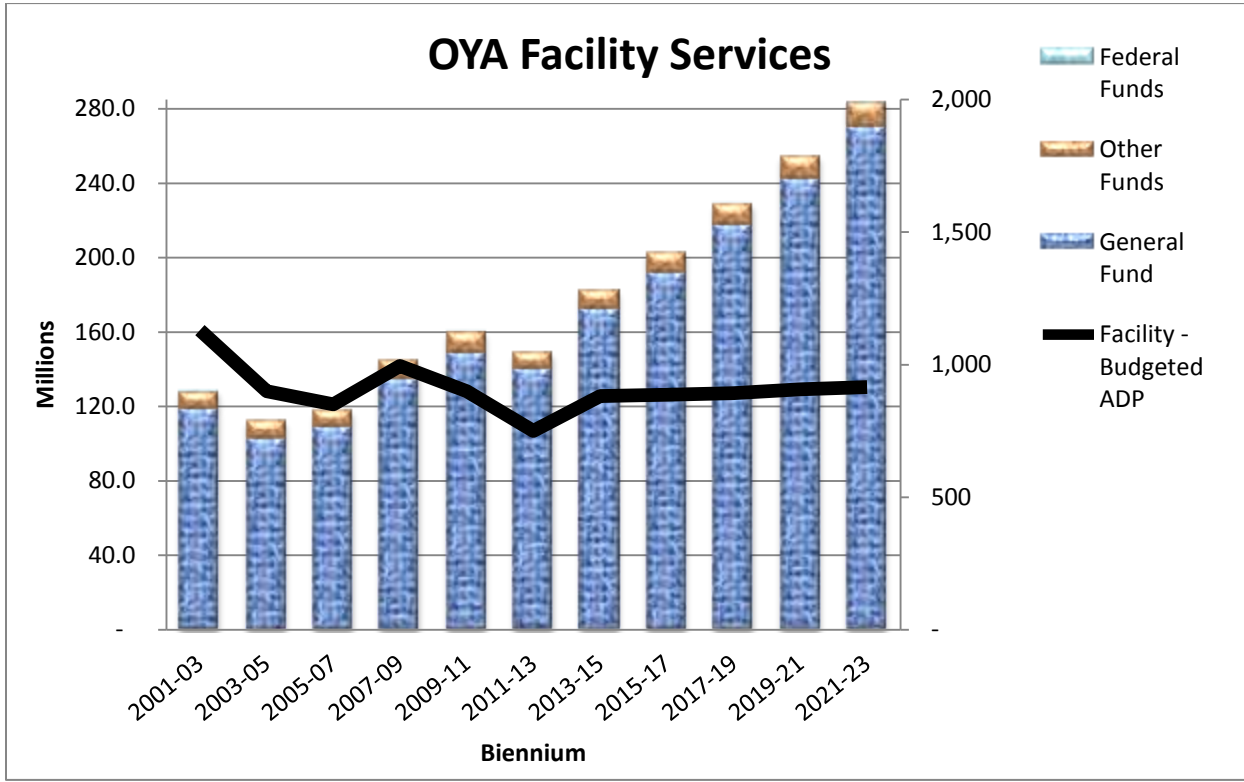


New Hires by Type



Agency Name: Oregon Youth Authority
Program Area: Facility Services

Primary Outcome Area: Safety
 Secondary Outcome Area: N/A
 Program Contact: Karen Daniels, 503-378-6553



Executive Summary

Facility Services contributes to public safety by operating Oregon’s close custody facilities for Oregon’s highest risk adjudicated juveniles and youth sentenced to the Oregon Department of Corrections before age 18. Evidence-based treatment, education, vocational training and work experience programs provided in OYA close custody facilities create improved public safety outcomes and future cost savings by preparing youth to live productive, crime-free lives.

Program Description

Facility Services is responsible for the care and custody of approximately 750 youth in 10 close custody correction and transition facilities. OYA facilities serve males and females adjudicated and committed by the juvenile courts and all youth committed to the Oregon Department of Corrections (DOC) by district courts for offenses committed prior to age 18. Youth committed to OYA by juvenile courts comprise approximately 49 percent of OYA’s close custody population, with adult commits making up the remaining 51 percent. OYA retains jurisdiction for juvenile offenders and physical custody of DOC offenders up to age 25.

YOUTH DEMOGRAPHICS (As of May 7, 2012)

Gender		Race / Ethnicity		Current Age		Most Serious Commit Class	
Male	94%	White	54%	13	< 1%	Felony A	24%
Female	6%	African American	12%	14	2%	Felony B	36%
		Asian	2%	15	5%	Felony C	30%

Hispanic	27%	16	9%	Misdemeanor	7%
Native American	4%	17	18%	Murder	3%
Other / Unknown	< 1%	18	22%		
		19	16%		
		20	10%		
		21 and over	17%		

YOUTH CRIME TYPE (As of May 7, 2012)

Most Serious Commit Crime			
Arson	2%	Robbery	15%
Criminal	2%	Sex Offense	35%
Person	22%	Substance/Alcohol	4%
Property	17%	Weapons	3%
Public Order	< 1%		

Youth in OYA close custody facilities have committed very serious offenses or have lengthy offense histories and have exhausted community-based supervision and service options. These youth present a broad range of complex and acute disorders and skill deficits requiring intensive intervention and treatment services.

Youth receive services and treatment and are managed in group living milieus of approximately 25 youth each. Comprehensive evidence-based and best-practice treatment programs focusing on cognitive behavioral change, gender-specific needs, sexual offending, drug abuse/dependency, mental health, and independent living skills are provided at group and individual levels by Qualified Mental Health Professionals and Group Life Coordinators.

K-12 education and pre-vocational programming is delivered by local school districts and education service districts through contracts with the Oregon Department of Education. College credit is available to youth via dual credit programs, scholarships and sponsorships. Vocational certification programs including barbering, welding, horticulture, and culinary arts for high school graduates and youth over age 21 are funded by Vocational Education Services for Older Youth (VESOY) dollars and delivered by a mix of OYA employees and contractors (School Districts and Educational Service Districts). Additionally, youth in transition facilities may participate in community-based work experience crews and private sector employment opportunities.

Health Services provides age-appropriate medical, dental, and psychiatric care to youth in OYA close custody facilities, in alignment with community standards of care. OYA is required by statute to provide health and medical care to incarcerated youth.

Treatment Services provides behavioral, mental health, and offense-specific treatment for all youth in OYA close custody facilities. In accordance with Senate Bill 267, OYA spends at least 75 percent of state funds on evidence-based programs and services.

Facility Services success relies on numerous partners including DOC, the juvenile courts, educational service districts, colleges and universities, community employers, and volunteers.

Major Cost Drivers

Major cost drivers for Facility Services include:

Direct Operating Costs	Youth Services
Personnel	Health Care
Utilities	Treatment Programs

Food	Educational Services
Fuel and Transportation	Vocational Services

Program Justification and Link to 10-Year Outcome

The work of Facility Services is directly linked to Safety. The agency contributes to public safety by operating close custody facilities in which Oregon’s highest risk youth are safely and securely detained while being prepared for living productive, crime-free lives.

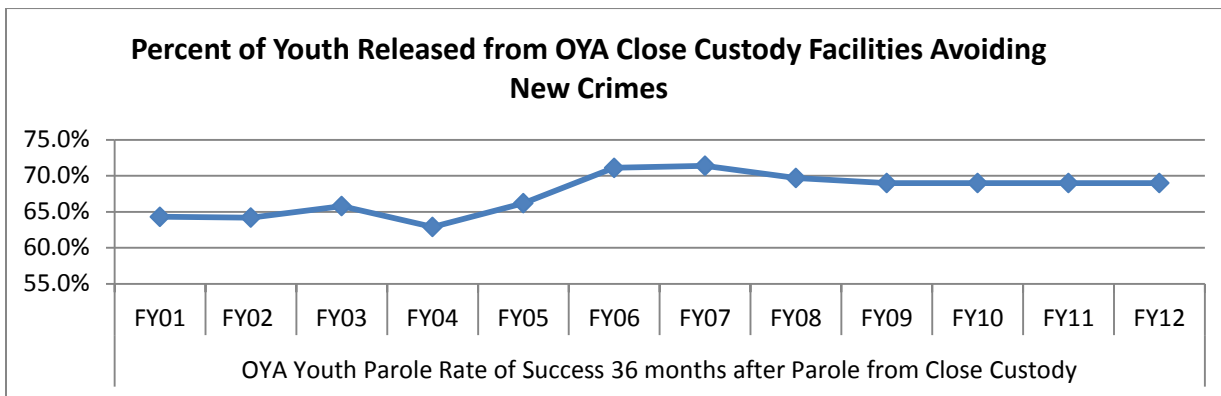
Youth receive much-needed physical and mental health care linking directly to the Healthy People program. Additionally, OYA also contributes to Education through the agency’s strong focus on classroom and vocational educational courses.

The typical youth entering close custody is significantly behind in education grade level. The highly structured K-12 education in OYA facilities often provides the first taste of academic success for youth. Along with K-12, vocational and college-level programs position youth for successful transition from close custody to the community.

The appropriate combination of health care, treatment, education, and job training significantly reduces recidivism, and contributes to former youth offenders’ ability to go on to lead productive, crime-free lives.

Program Performance

OYA Facility Services measures its performance through a number of metrics. One key metric is recidivism, as shown in the chart below most paroled youth avoid new crimes. There are numerous Facility Services measures tracked as part of OYA’s performance management system.



Enabling Legislation/Program Authorization

- The OYA Facility Services program is mandated by Oregon law:
- Chapter 419C, Juvenile Code: Delinquency
- Chapter 420, Youth Correction Facilities; Youth Centers
- Chapter 420A, Oregon Youth Authority; Youth Correction Facilities

Funding Streams

Facility Services close-custody is funded mainly through the General Fund, and is not eligible for federal reimbursement. OYA also seeks appropriate funding from other sources including Social Security payments, parental child support payments, and other options. Where available, these resources help offset use of General

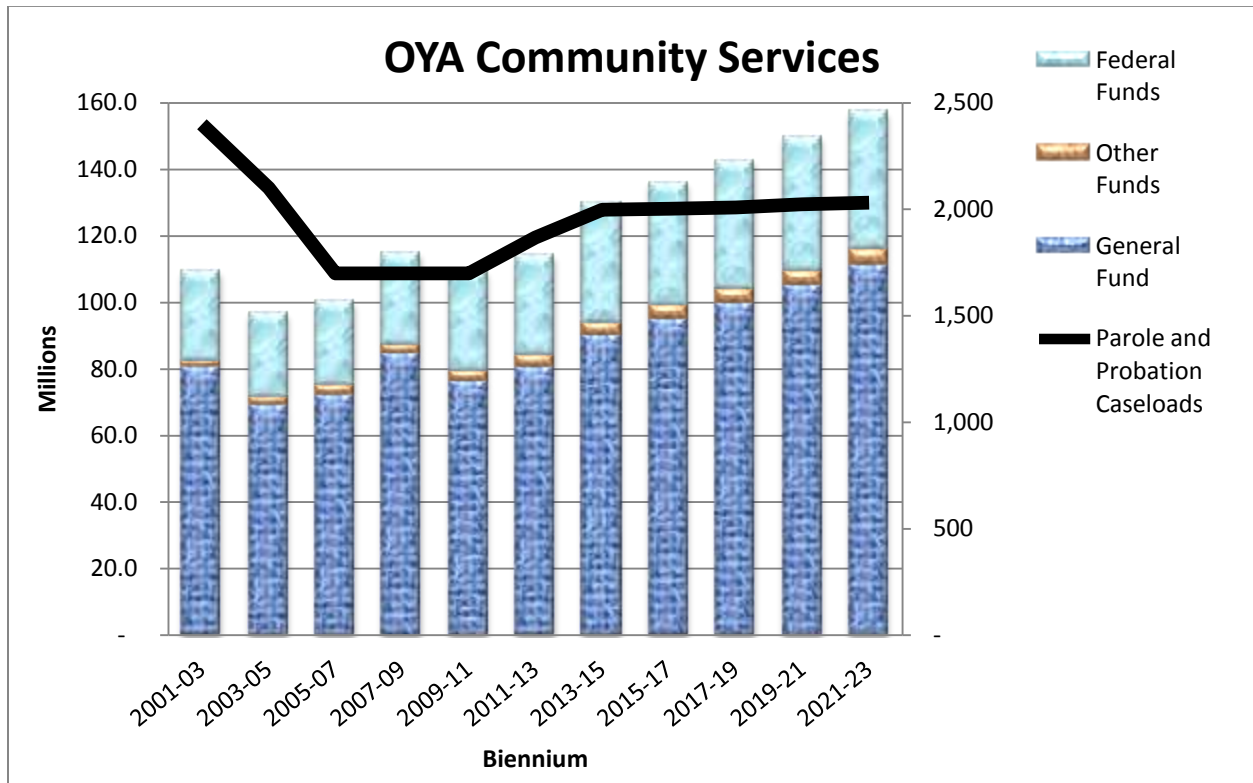
Fund dollars. Meals served during the school day are eligible for reimbursement through the United States Department of Agriculture School Nutrition program for youth age 18 and under.

Significant Proposed Program Changes from 2011-13

OYA does not anticipate any significant changes at this time.

Agency Name: Oregon Youth Authority
Program Area: Community Services

Primary Outcome Area: Safety
 Secondary Outcome Area: N/A
 Program Contact: Philip Cox, 503-373-7531



Executive Summary

Community Services provides public safety, youth offender accountability, and reformation services for juvenile offenders in communities throughout Oregon. This is accomplished through partnerships with Oregon’s county juvenile departments, community providers, and other stakeholders promoting effective communication, shared planning, efficient service delivery, and use of best practices. Services include:

- State parole and probation services and supervision
- Residential and youth offender foster care
- Individualized community services
- County Diversion, Juvenile Crime Prevention Basic Services, and Youth Gang Services
- Interstate Compact for Juveniles

Program Description

Community Services provides case management and reformation services to youth offenders committed to state legal custody for out-of-home community placement. Case planning and management are provided by state juvenile probation and parole officers (JPPOs). Coordination and case planning for youth offenders placed in state custody is the core responsibility of JPPOs,

who use both state-contracted residential treatment services as well as individualized services purchased to meet youth-specific needs.

Statewide behavioral rehabilitation residential treatment services are purchased from a network of private agencies. Residential placement (including foster care) is selected based upon each individual youth offender's risk to re-offend and need for specialized treatment. Additional youth and family-specific services are purchased through the Community Services Individualized Services.

The State of Oregon, through OYA Community Services, additionally provides assistance to county governments for community juvenile justice services and sanctions (under which youth remain in the legal custody of their parents, rather than the state). This assistance comes in two forms: Diversion Assistance is intended to assist counties in diverting youth from commitment to state custody and placement in a youth correctional facility, and Juvenile Crime Prevention Basic Services is intended to assist counties in providing basic juvenile justice services and programming.

Major Cost Drivers

Major cost drivers for Community Services include:

- Direct operating costs
 - Personnel
 - Fuel and transportation
- Youth services
 - Treatment services
- Residential Placement Cost

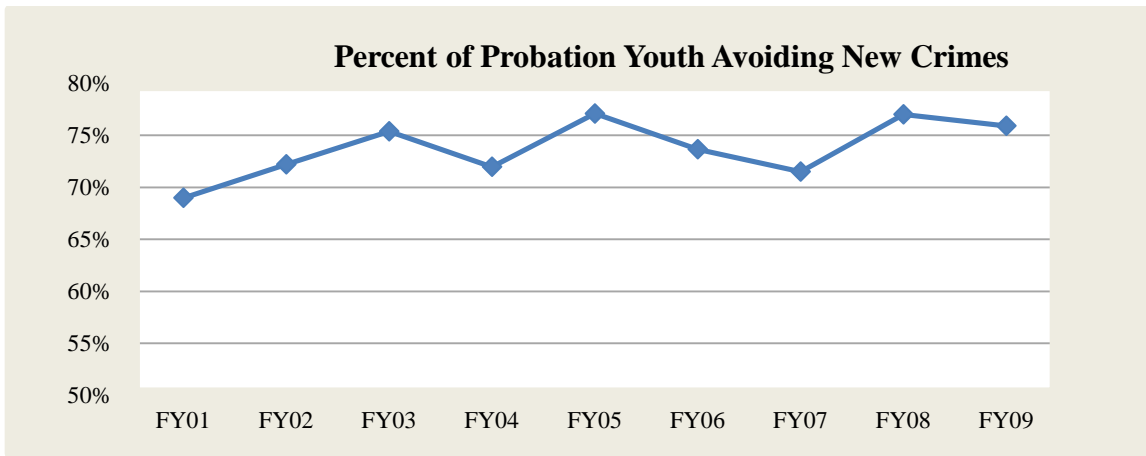
Program Justification and Link to 10-Year Outcome

The purpose of Community Services is to keep the public safe while providing youth offenders with evidence-based correctional treatment and skill development services. These services, which are directly linked to Safety, are intended to ensure that youth who leave OYA lead crime-free and productive lives. Success is measured by the absence of adjudication for new acts of delinquency and pro-social engagement in work and/or school.

The cost benefit of investment in programs that adhere to principles of effective correctional intervention and evidence-based treatment programming is well documented in research from the University of Cincinnati and the Washington Institute for Public Policy. OYA-contracted residential treatment programs typically use a cognitive-behavioral or social learning treatment approach and are evaluated for program effectiveness using a validated instrument developed by the University of Cincinnati.

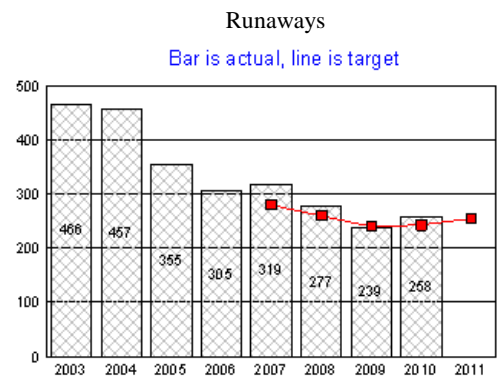
Program Performance

Community Services performance is measured in several ways. The most basic measure of performance is the rate at which youth offenders are successful in not committing new crimes while receiving contracted services (including young offenders from other states who are residing in Oregon under the Interstate Compact for Juveniles). The following chart represents the rate at which youth offenders have been successful in avoiding new crimes while under OYA probation supervision from 2001 to 2009.

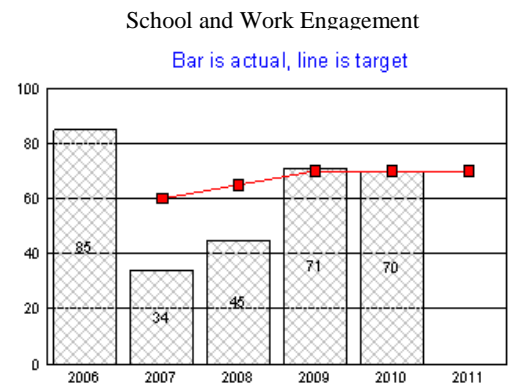


OYA Probation Youth: Rate of success 36 months from commitment to state probation.

Another performance metric used by the Community Services program is the number of youth offenders who run away from community residential treatment placements, with potential negative impact to public safety. The following chart illustrates the number of youth who absconded for more than four hours from community placements from 2003 to 2010.



The percentage of youth offenders returning home from residential treatment or OYA close custody positively engaged in either school or work is another important performance metric. Correctional research consistently has demonstrated that if an individual is pro-socially engaged in work or education, he or she is much less likely to re-offend than an individual who isn't productively engaged. This chart shows the percentage of youth who were positively engaged in school or work within 30 days of transitioning from residential treatment or close custody to home or independence from 2003 to 2010.



Enabling Legislation/Program Authorization

The Community Services program is authorized through Oregon Revised Statutes 419C.478, 420.017, and 419A.047.

Funding Streams

The Community Services program is funded primarily through a mix of General Fund and Federal Funds. State probation and parole services are funded at 84 percent General Fund and 16

percent Federal Funds. Community residential treatment services are funded with 53 percent General Fund and 47 percent Federal Funds. State assistance to counties is funded with 100 percent General Fund.

Significant Proposed Program Changes from 2011-13

OYA does not anticipate any significant changes at this time.

Agency Name: Oregon Youth Authority
Program Area: Debt Service

Primary Outcome Area: Safety
 Secondary Outcome Area: N/A
 Program Contact: John Paul Jones, 503-373-7423



Executive Summary

Debt Service is part of OYA’s biennial operating budget. All OYA debt service is used for scheduled principal and interest payments on previously issued debt and any new debt authorized by the Oregon Legislature.

Program Description

The purpose of debt service is to enable OYA to repay principal and make interest payments on Certificates of Participation (COPs) issued to build and repair youth correctional facilities.

Major Cost Drivers

Major cost drivers are the principal and interest payments on outstanding debt plus any new debt approved for issuance during the 2013-15 biennium.

Program Justification and Link to 10-Year Outcome

NA

Program Performance

NA

Enabling Legislation/Program Authorization

OYA operates under the provisions of ORS 420 and 420A. Article XI-Q bonds are general obligation bonds issued under the authority of Article XI-Q of the Oregon Constitution and administered by the Oregon Department of Administrative Services and the Oregon State Treasury under the provisions of ORS 286A.

Funding Streams

OYA's outstanding debt includes the following obligations which were issued in prior years and the proceeds used for construction and deferred maintenance projects

During the 2007-09 biennium, the state sold \$2.2 million in Certificates of Participation (COPs) at an interest rate of 3.8%, and \$2.0 million at an interest rate of 4.2%. The 2013-15 biennial amount for principal plus interest payments for the 2007 COPs is \$1,012,555. The 2007-09 COPs will be fully repaid in 2019.

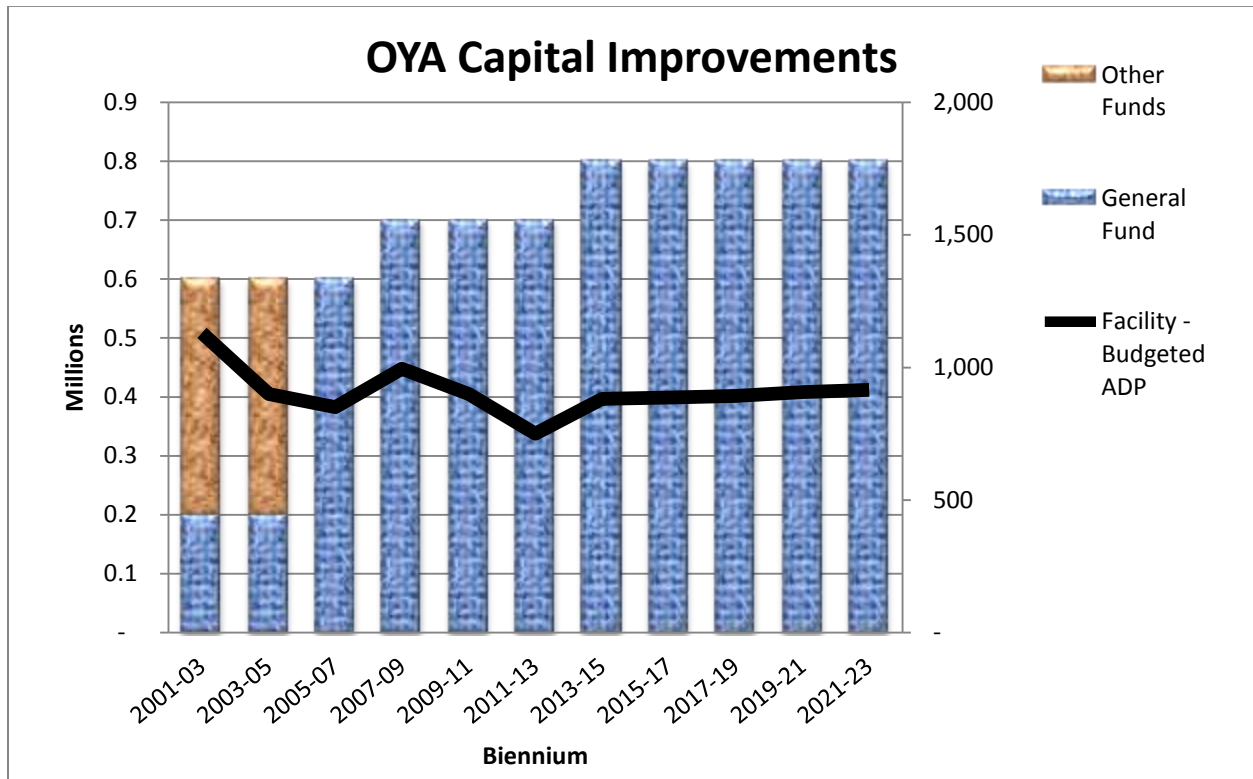
During the 2009-11 biennium, the state sold \$4.5 million in COPs at an interest rate of 4.9%. The 2013-15 biennial amounts for principal plus interest payments for the 2011 COPs is \$1,173,418. The 2011 COPs will be fully repaid in 2021.

Significant Proposed Program Changes from 2011-13

The amount of principal and interest payments due in 2013-15 for these bonds has not yet been determined. Debt Service has been deferred to 15-17.

Agency Name: Oregon Youth Authority
Program Area: Capital Improvements

Primary Outcome Area: Safety
 Secondary Outcome Area: NA
 Program Contact: John Paul Jones, 503-373-7423



Executive Summary

Capital Improvements is a separate limitation within OYA’s biennial operating budget. Funding is used to safeguard the state’s investment in OYA’s capital assets. Projects are identified and prioritized in accordance with a comprehensive architectural and engineering assessment of facility conditions.

Program Description

OYA is responsible for operating 10 locations to securely house and provide reformation, treatment, education, vocational training, and other services for youth offenders. The purpose of capital improvements is to safeguard the state’s investment in OYA-managed capital assets. The Capital Improvements budget category includes construction of any structure or group of structures; land acquisitions; and assessments, improvements, and/or additions to an existing structure with a cost of less than \$1 million. The state, through OYA, owns 104 buildings at 10 locations. The replacement value of the buildings is estimated at \$188 million. The majority of these structures provide secure housing for youth offenders. The remainder is used for education, vocational training, recreation, administration, and support services.

Major Cost Drivers

Major cost drivers for Capital Improvements include:

- Safety and Security
- Construction
- Maintenance
- Energy and utilities
- Personnel

Program Justification and Link to 10-Year Outcome

This program directly links to Safety. System failures at OYA facilities are uniquely disruptive. Facilities must securely house youth offenders 24 hours per day, seven days a week. Any failure that renders a building or critical system unusable poses threats to safety, security, care, and treatment of youth offenders. System failures could require the transfer of youth offenders between facilities, increased staffing costs for supervision, and increased potential for escape or assault on staff or other youth offenders. It is essential that facility systems remain operational and reliable.

Program Performance

OYA hired an architectural and engineering firm in 2007 to complete a comprehensive facilities assessment and provide advice on the most effective use of maintenance, capital improvement, and capital construction budgets. This assessment was updated in 2010, and will continue to be updated every few years to monitor ongoing performance in meeting these needs.

Current and future projects are tracked on OYA's Six Year Capital Projects Plan included in OYA's biennial budget request. OYA's capital improvement budget requests focus on enhancing agency programs, capital renewal, and repairing or replacing building systems at the end of their service life.

Enabling Legislation/Program Authorization

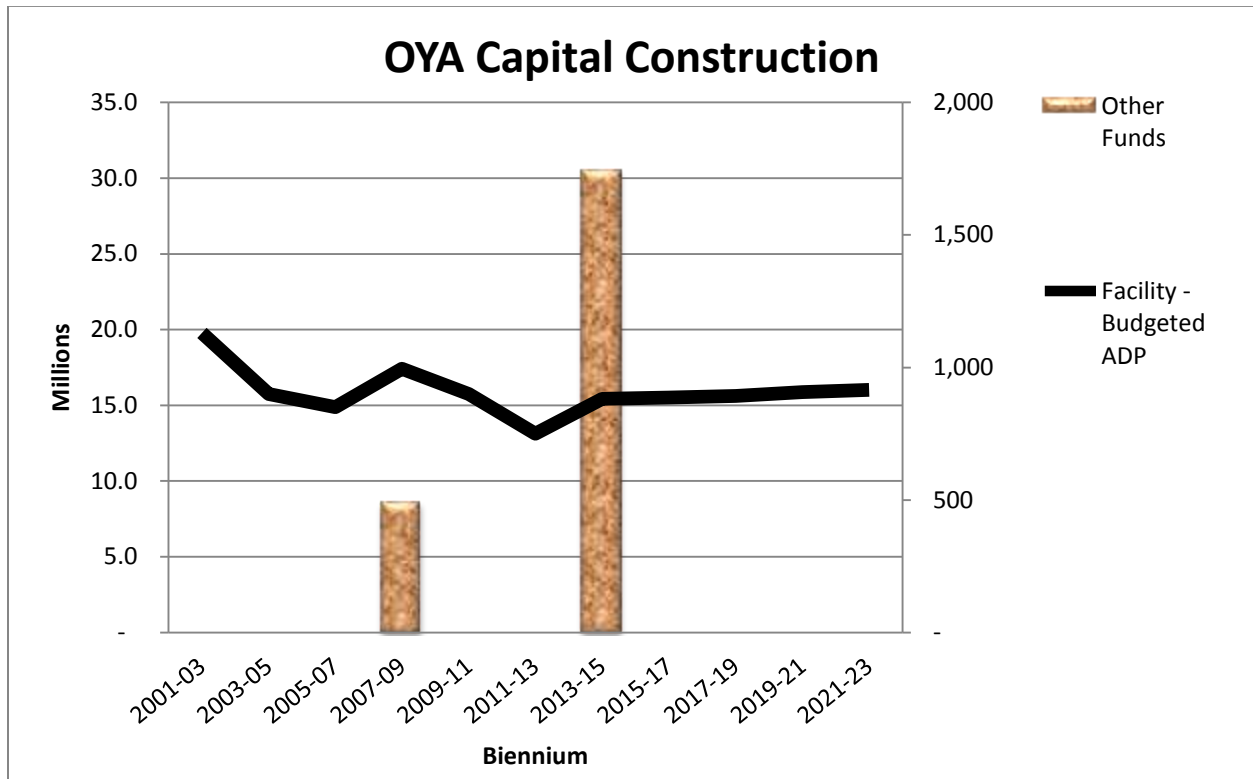
OYA operates under the provisions of ORS 420 and 420A. Authority to establish and operate youth correctional facilities is granted in ORS 420A.100. Authority to establish work and training camps for youth offenders is granted in ORS 420.210.

Funding Streams

The program is funded entirely through the General Fund.

Agency Name: Oregon Youth Authority
Program Area: Capital Construction

Primary Outcome Area: Safety
 Secondary Outcome Area: NA
 Program Contact: John Paul Jones, 503-373-7423



Executive Summary

Capital Construction projects are funded with legislative appropriations independent of OYA’s biennial operating budget. Funds must be spent within six years. Projects are identified and prioritized in accordance with a comprehensive architectural and engineering assessment of facility conditions.

Program Description

OYA is responsible for operating 10 locations to securely house and provide reformation, treatment, education, vocational training, and other services for youth offenders. The purpose of capital construction is to ensure the state provides the physical facilities needed to safely and securely manage these youth offenders.

The major construction/capital construction/acquisition budget category includes acquisition or construction of any structure or group of structures; land acquisitions; and assessments;

improvements and/or additions to an existing structure to be completed within a six-year period (with an aggregate cost of \$1 million or more); and planning for proposed future capital construction projects.

Major Cost Drivers

Major cost drivers for Capital Construction are:

- Preservation and improvement of existing facilities;
- New construction;
- Replacing functionally obsolete building equipment with newer and more flexible technology;
- Planning better utilization of space and making facilities more adaptable to changing needs; and
- Improving energy efficiency.

Program Justification and Link to 10-Year Outcome

This program directly links to Safety. The program focuses on preservation and improvement of facilities, increased security, energy efficiency, and better use of space in existing facilities.

Program Performance

OYA hired an architectural and engineering firm in 2007 to complete a comprehensive facilities assessment and provide advice on the most effective use of maintenance, capital improvement, and capital construction budgets. This assessment was updated in 2010, and will continue to be updated every few years to monitor ongoing performance in meeting these needs.

Current and future projects are tracked on OYA's Six Year Capital Projects Plan included in OYA's biennial budget request. In addition to the capital improvement program needs, OYA has identified critical capital construction projects that are required to continue to effectively and safely operate these facilities.

Due to years of insufficient General Fund support to maintain and improve facilities, OYA has had difficulty keeping up with the physical plant needs. The 2009 Economic Stimulus Program helped pay for some improvements and shorten the list of unmet needs, but a backlog remains.

Enabling Legislation/Program Authorization

OYA operates under the provisions of ORS 420 and 420A. Authority to establish and operate youth correctional facilities is granted in ORS 420A.100. Authority to establish work and training camps for youth offenders is granted in ORS 420.210.

Funding Streams

The 2007 Oregon Legislature approved \$8.4 million in Certificates of Participation for construction and deferred maintenance projects. The 2009 Oregon Legislature approved \$9.2 million in COPs as part of the 2007-09 biennium "Go Oregon" project. The Go Oregon projects

and related debt service are funded as part of the Oregon Department of Administrative Services budget. The 2007 COP projects and Go Oregon projects have been substantially completed.

Significant Proposed Program Changes from 2011-13

GBB is requesting up to \$5 million in Article XI-Q Bond funding to continue the capital construction program.

Oregon Youth Authority
Summary of DAS vacancy report for the Quarter ended 12/31/13 (per ORS 291.263)

XREF	Class	Class Title	Reason Category	Reason Narrative	Count of Position
010-10-00-00000	C4003	Carpenter	2	Filled or in process of filling	1
	C4034	Facility Energy Technician 3	4	Pending Reclass Action	1
	C4101	Custodian	4	Pending Reclass Action	1
	C6214	Institution RN	5	Recruitment Difficulty - RN	4
	C6720	Psychiatric Social Worker	7	Finance unbudgeted costs	1
	C6751	Group Life Coordinator 2	2	Filled or in process of filling	1
			10	Other Fund Only Position	14
	C6755	Youth Corrections Unit Coordin	10	Other Fund Only Position	1
	U7510	Dentist	8	Finance another position	1
	X7002	Principal Exec/Manager B	10	Other Fund Only Position	1
010-10-00-00000 Total					26
020-20-00-00000	C0104	Office Specialist 2	7	Finance unbudgeted costs	1
	C6612	Social Service Specialist 1	7	Finance unbudgeted costs	2
	C6633	Juvenile Parole/Probation Asst	7	Finance unbudgeted costs	2
	C6634	Juvenile Parole/Prob Officer	7	Finance unbudgeted costs	4
	X7006	Principal Exec/Manager D	8	Finance another position	1
020-20-00-00000 Total					10
030-10-00-00000	C0104	Office Specialist 2	8	Finance another position	1
	C0862	Program Analyst 3	7	Finance unbudgeted costs	1
	C1484	Info Systems Specialist 4	7	Finance unbudgeted costs	1
	C1486	Info Systems Specialist 6	2	Filled or in process of filling	1
			7	Finance unbudgeted costs	1
X5618	Internal Auditor 3	5	Recruitment difficulties	1	
030-10-00-00000 Total					6
Grand Total					42

- 1 - Abolished, either by legislative action, or dropped by the agency
- 2 - Filled or in the process of being filled (recruitment in process, announcement posted, etc.)
- 3 - Seasonal job
- 4 - Vacancy due to pending reclass process (reclass package already submitted or in the process of submission)
- 5 - Recruitment difficulties
- 6 - Position held open to accumulate savings, with the understanding that the money will not be spent
- 7 - Position used to finance unbudgeted costs
- 8 - Position used to finance another position, including double-fills, contracts and temporary employment
- 9 - Position scheduled to phase-in on a later date
- 10 - No available funds to finance the position
- 11 - Other (Please be very specific in the Reason Narrative box)

Office of the Secretary of State

Kate Brown
Secretary of State

Barry Pack
Deputy Secretary of State



Audits Division

Gary Blackmer
Director

255 Capitol St. NE, Suite 500
Salem, OR 97310

(503) 986-2255
fax (503) 378-6767

December 12, 2011

Colette Peters
Oregon Youth Authority
530 Center Street, Suite 200
Salem, Oregon 97301-3765

Dear Ms. Peters:

We have completed audit work of selected financial accounts at the Oregon Youth Authority (department) for the year ended June 30, 2011.

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

In planning and performing our audit of the selected financial accounts at the department as of and for the year ended June 30, 2011, in accordance with auditing standards generally accepted in the United States of America, we considered the department's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements of the State of Oregon, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. Accordingly, we do not express an opinion on the effectiveness of the department's internal control.

We audited the following accounts at the department and determined their fair presentation in accordance with generally accepted accounting principles in relation to the statewide financial statements.

SFMA Account	Description	Audit Amount
<u>GAAP Fund 0001 - General Fund</u>		
3111	Regular Employees	\$ 47,024,669
3210	Public Employees Retirement Contribution	\$ 6,961,075
3212	Pension Bond Assessment	\$ 2,921,325
3221	Social Security Taxes	\$ 3,904,771
3263	Medical, Dental, Life Insurance	\$ 14,806,974

GAAP Fund 8500 – Government-Wide Reporting Fund

0852	Buildings and Building Improvements	\$ 62,220,761
0875	Accum Depr-Buildings and Buildings Improvements	\$ 24,603,612

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control was for the limited purpose described above and was not designed to identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

This communication is intended solely for the information and use of management and others within the organization and is not intended to be and should not be used by anyone other than the specified parties.

We appreciate your staff's assistance and cooperation during this audit. Should you have any questions, please contact Jean Hodges or me at (503) 986-2255.

Sincerely,
OREGON AUDITS DIVISION

Kelly L. Olson, CPA
Audit Manager

KLO:JMH:nmj

cc: Jean Straight, Assistant Director, Business Services
Carolina Marquette, Accounting Services Manager
Brandon Weber, Chief Audit Executive
Michael J. Jordan, Director, Department of Administrative Services

ACRONYMS

A&D	Alcohol and Drug	JPPO	Juvenile Parole and Probation Officer
ADA	Americans with Disabilities Act	LEDS	Law Enforcement Data System
ADP	Average Daily Population	LOS	Length of Stay
ADPICS	Advanced Purchasing and Inventory System	MYCF	MacLaren Youth Correctional Facility
AFSCME	Association of Federal, State, County & Municipal Employees	NCYCF	North Coast Youth Correctional Facility
AG	Attorney General	Non-PICS	Payroll costs not generated by Position Inventory Control System
BFOQ	Bona fide Occupational Qualifications	OCCF	Oregon Commission on Children & Families
BRS	Behavioral Rehabilitation Services	OCYCF	Oak Creek Youth Correctional Facility
CAF	Children, Adult and Families	ODE	Oregon Department of Education
CCM	Community Case Management	OEA	Office of Economic Analysis
CO	Capital Outlay	OF	Other Funds
COLA	Cost of Living Adjustment	OHA	Oregon Health Authority
COP	Certificate of Participation	OMHAS	Office of Mental Health and Addiction Services
CPC	Correctional Program Checklist	OPE	Other Payroll Expenses
CPI	Consumer Price Index	ORBITS	Oregon's Budget Information Tracking System
CRB	Citizen Review Board	ORS	Oregon Revised Statute
DAS	Department of Administrative Services	OVRs	Office of Vocational Rehabilitation Services
DBA	Discretionary Bed Allocation	OYA	Oregon Youth Authority
DHS	Department of Human Services	PbS	Performance-based Standards
DMAP	Department of Medical Assistance Programs	PICS	Position Inventory Control System
DOC	Department of Corrections	POP	Policy Option Package
DOJ	Department of Justice	PS	Personal Services
DPSST	Department of Public Safety Standards and Training	PREA	Prison Rape Elimination Act
EBL	Essential Budget Level	PSR	Public Safety Reserve
ECHO	Effective Communication with Handicapped Offenders	QMHP	Qualified Mental Health Professional
EEO/AA	Equal Employment Opportunity, Affirmative Action	RFP	Request for Proposal
EOYCF	Eastern Oregon Youth Correctional Facility	RMS	Random Moment Sample

ACRONYMS

FC	Foster Care	RVYCF	Rogue Valley Youth Correctional Facility
FF	Federal Funds	S&S	Services and Supplies
FFT	Functional Family Therapy	SEIU	Service Employees International Union
FTE	Full-Time Equivalent	SFMS	State Financial Management System
GED	General Education Diploma	SP	Special Payments
GF	General Fund	SPD	Seniors and People with Disabilities
GLC	Group Life Coordinator	TF	Total Funds
HVAC	Heating, Ventilating and Air Conditioning	YCEP	Youth Correctional Education Programs
HYCF	Hillcrest Youth Correctional Facility	YCF	Youth Correctional Facility
JCAHO	Joint Commission on Accreditation of Healthcare Organizations	YWTP	Young Women's Transition Program
JJIS	Juvenile Justice Information System		