



# The Oregon Youth Authority Agency Overview Opportunities and Challenges



House Committee on Human Services and  
Housing, February 18, 2015

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**Director**

# Oregon Youth Authority

## Mission, Vision, and Values

The **mission** of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

The **vision** of the Oregon Youth Authority is that youth who leave OYA go on to lead productive, crime-free lives.

The **values** that guide the agency's decisions, actions and priorities are:

- Integrity
- Professionalism
- Accountability
- Respect



# OYA funding and structure

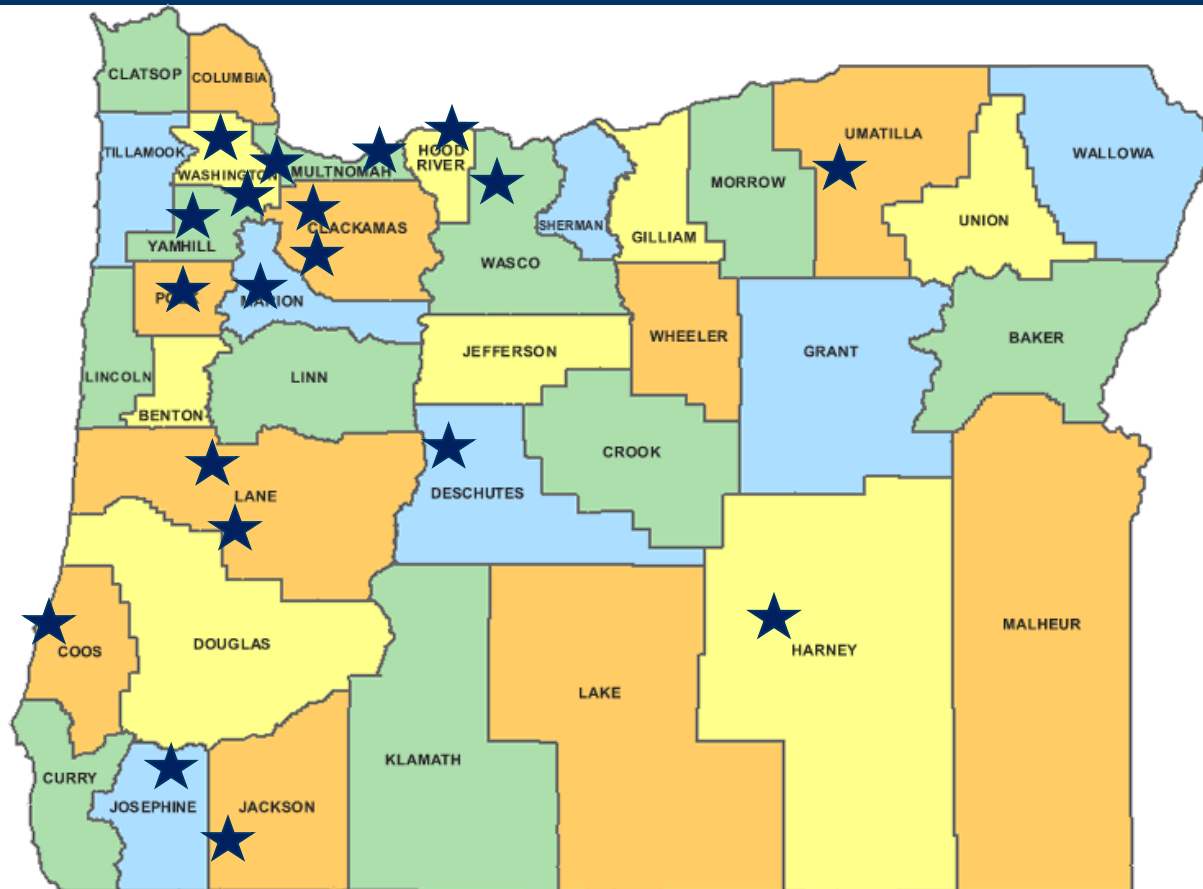
Public Safety Agency committed to education and treatment

- 995 Employees
- 10 Close-Custody Facilities
- 25 Field Offices
- \$ 275.5 Million General Fund (2013-15 LAB)
- \$ 329.9 Million Total Funds (2013-15 LAB)
- 1,524 Youth

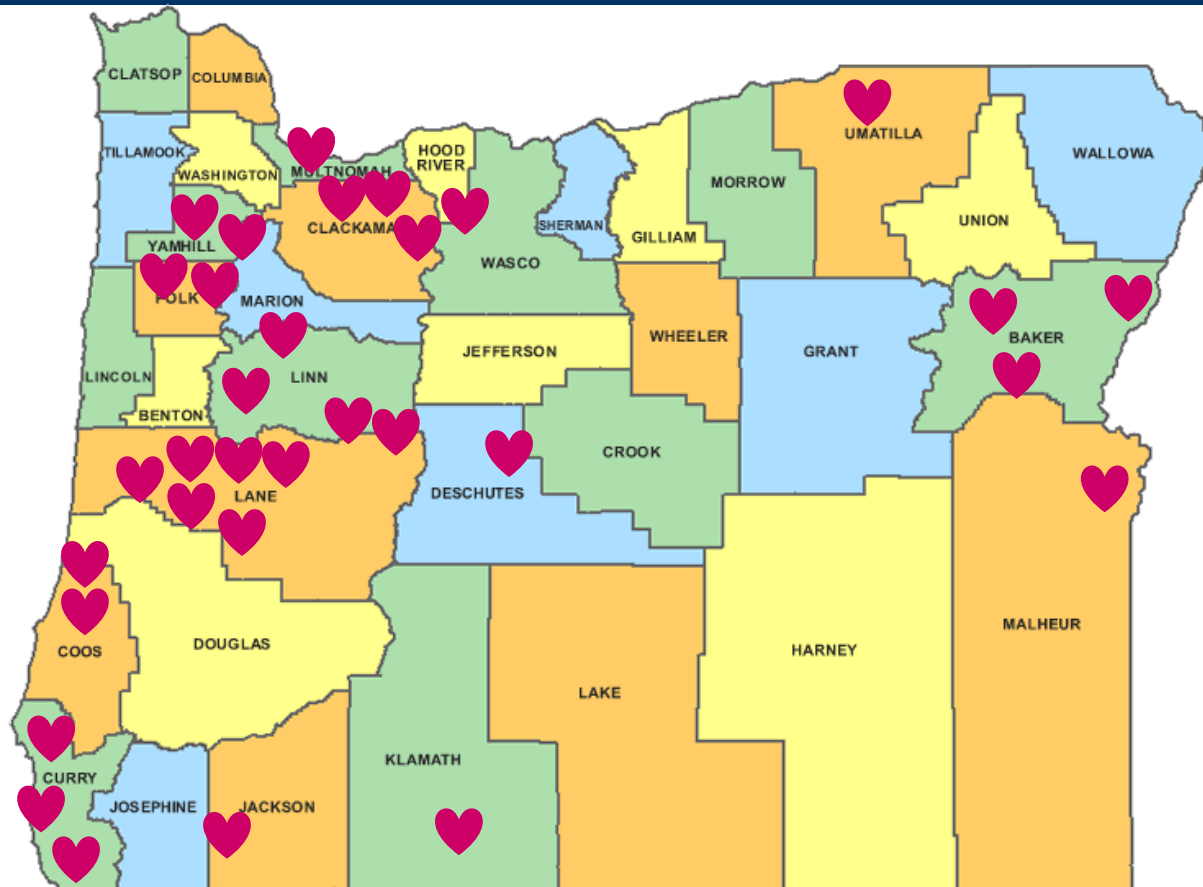
Source: JJIS / OYA Quick Facts, July 2014



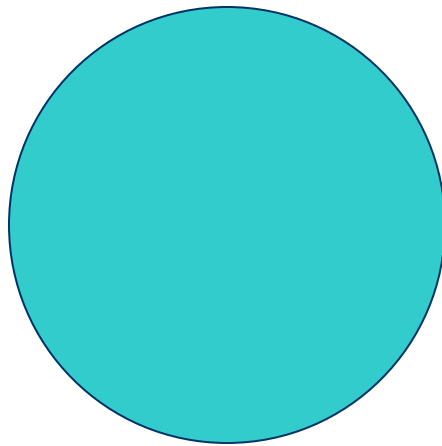
# OYA community residential programs



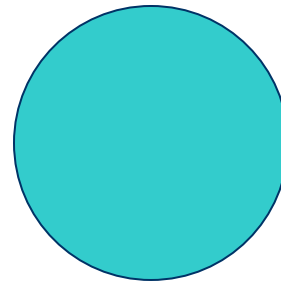
# OYA foster and proctor homes



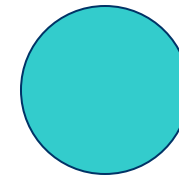
# Oregon's juvenile justice system



389,067  
youth in  
Oregon  
ages 10-17



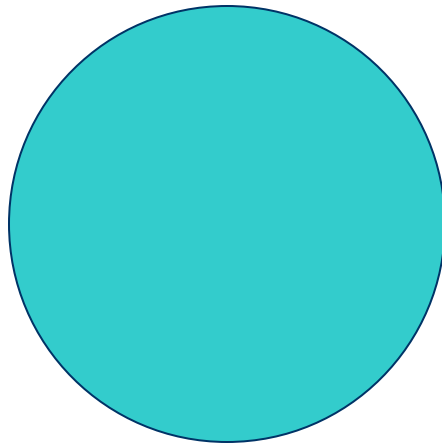
2,807 youth  
entered county  
custody



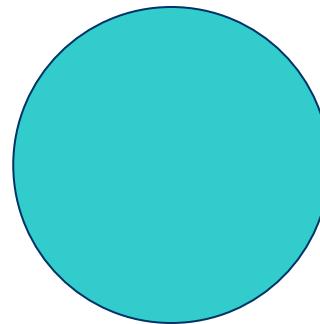
590 youth  
entered OYA  
custody

Source: JJIS data for 2013

# Youth served by OYA



885 youth  
under OYA  
community  
supervision



639 youth  
under OYA  
close-custody  
supervision

305 = DOC  
334 = OYA

1,524  
total youth under  
OYA supervision

Source: JJIS / OYA Quick Facts, July 2014



# Youth: Most serious commitment crimes

- 30%: Sex Offense
- 27%: Property
- 16%: Person-to-Person
- 7%: Robbery
- 8%: Drugs/Alcohol Related
- 3%: Weapons
- 1%: Arson
- 3%: Criminal Other
- 3%: Homicide-Related
- 2%: Public Order

Source: JJIS, July 2014

# Youth: Social characteristics

<b>Males</b>	<b>(Facility and Community Placements)</b>	<b>Females</b>
<b>63%</b>	<b>Used Alcohol or Drugs</b>	<b>71%</b>
<b>70%</b>	<b>Diagnosed Mental Health Disorders *^</b>	<b>89%</b>
<b>50%</b>	<b>Diagnosed Conduct Disorder ^</b>	<b>54%</b>
<b>7%</b>	<b>Past Suicidal Behavior</b>	<b>23%</b>
<b>14%</b>	<b>Sexually Abused</b>	<b>45%</b>
<b>32%</b>	<b>Special Education</b>	<b>33%</b>
<b>64%</b>	<b>Parents Use Alcohol or Drugs</b>	<b>79%</b>
<b>12%</b>	<b>Youth is a Parent</b>	<b>9%</b>
<b>16%</b>	<b>Gang Association +</b>	<b>7%</b>

\* Excluding Conduct Disorder

^ Diagnosis within past 12 months

+ JJIS Rpt 501 July 2014

Source: OYA Youth Biopsychosocial Summary 2014

# Opportunities

- Capitalize on the Juvenile Justice Information System (JJIS)
- Incorporate newly developed research tools into existing statewide juvenile justice system
- Establish, define, conceptualize, and implement a youth reformation system
- Work collaboratively with local and national partners
- Avoid the pendulum effect

# Driving questions

- What should the capacity of our system be today and in the future?
- Are we bringing the right youth into the system and placing them in the right environments?
- What should the length-of-stay be in each part of the continuum?
- What interventions are needed to maximize youth success?

# Driving questions

- How do we hire and support a workforce that is effective with the youth we serve?
- How do we create environments where youth are viewed as assets and resources to be developed?
- How do we support integration of youth into their communities in ways that support success?
- How do we know our investments are effective and achieving the desired results?

# Achieving better outcomes



# Our system: The Youth Reformation System

YRS uses:

- Data
- Research
- Predictive analytics

To:

- Inform decision-making
- Support professional discretion
- Reduce future victimization
- Maximize use of resources



# Building a data-driven system

## Four key components of YRS

Population  
forecast

Placement  
and  
treatment

Program  
evaluation

Community  
context



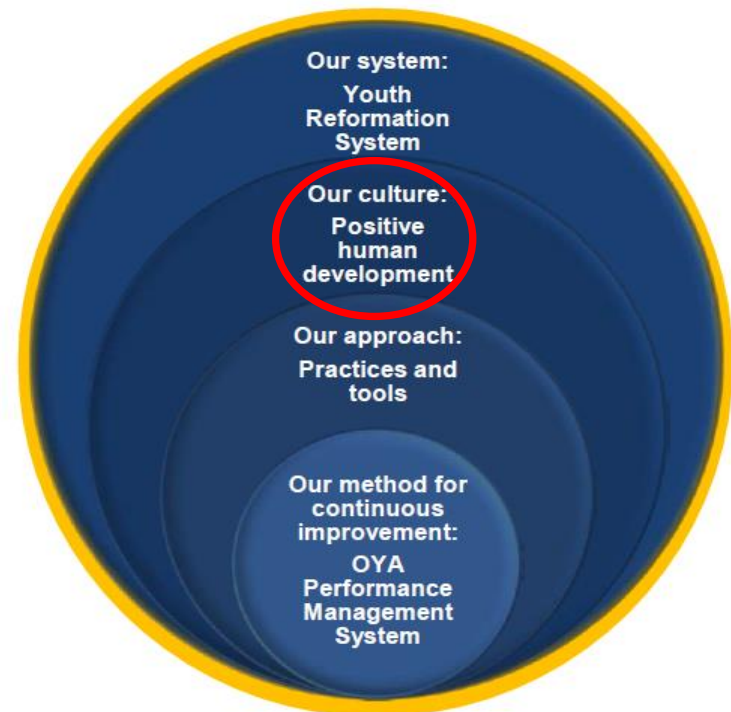
# Our Culture: Positive human development

PHD provides:

- Supportive relationships
- Meaningful participation
- Opportunities

To help:

- Encourage accountability
- Support growth
- Increase engagement
- Facilitate learning



# Creating a culture of success



# Our approach: Practices and tools

Used to:

- Engage youth
- Meet treatment needs

To support:

- Reformation
- Prosocial skill development



# Our method for continuous improvement: OPMS

OYA Performance Management System provides:

- Ongoing monitoring of key processes

To help:

- Determine if we are meeting our desired outcomes





FOUNDATIONS

KEY GOALS

**MISSION**  
OYA protects the public and reduces crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

**VISION**  
Youth who leave OYA go on to lead productive, crime-free lives.

**VALUES**  
OYA's core values are: Integrity Professionalism Accountability Respect

Highly effective and efficient organization

Integrated safety, security and youth reformation system

Engaged, healthy and productive youth

Engaged, culturally competent and successful workforce

Collaborative, communicative and transparent leadership

**OREGON YOUTH AUTHORITY  
PERFORMANCE MANAGEMENT SYSTEM  
FUNDAMENTALS MAP**

January 1, 2015

CORE PROCESSES

PROCESS OWNERS

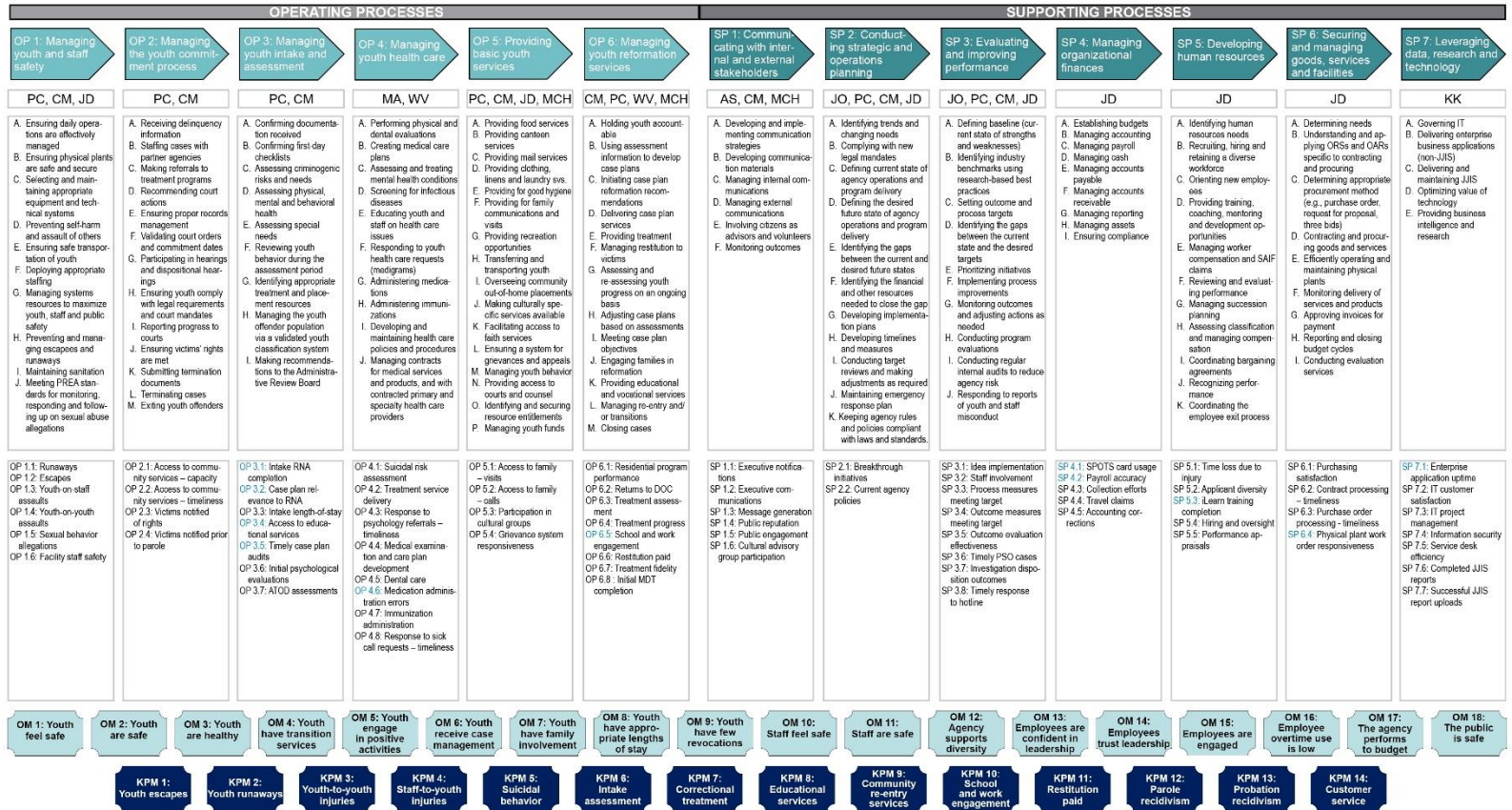
SUB PROCESSES

PROCESS MEASURES

Blue indicates measures with sub-measures

OUTCOME MEASURES

KEY PERFORMANCE MEASURES



# Challenges

- Implementing YRS and PHD
- Changing culture and mindsets
- Balancing safety/security with a developmental approach
- Aligning our physical structures to the emerging data about the most effective approach to reforming youth
- Modernizing JJIS and leveraging technology to get the most out of our data and research

# Questions and Discussion

E-mail: [oya.info@oya.state.or.us](mailto:oya.info@oya.state.or.us)

Web: [www.oregon.gov/OY](http://www.oregon.gov/OY)

Twitter: @OregonYouth

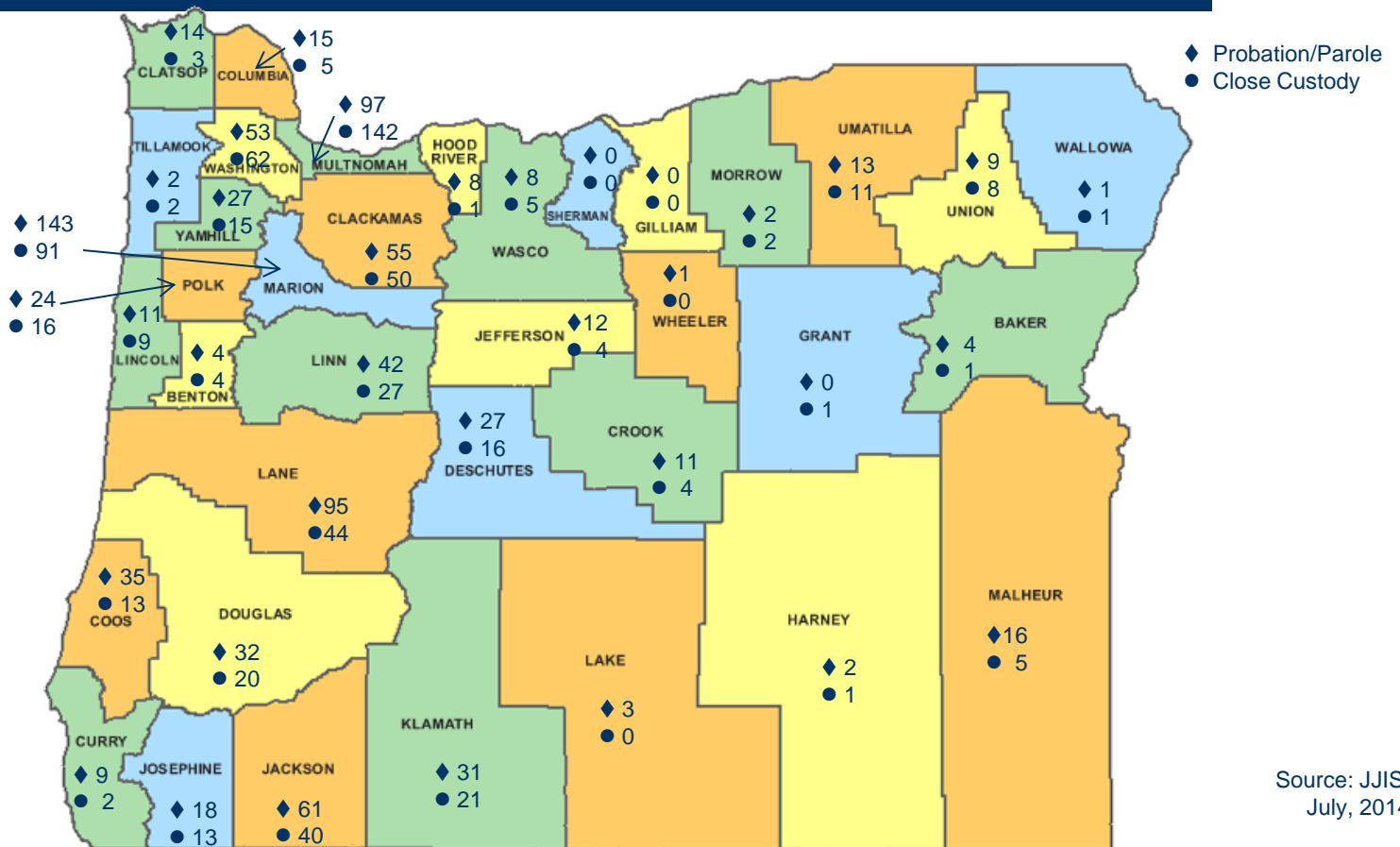


# Additional Demographic Information

- Youth: Counties of Origin
- Youth: Ages in Oregon and OYA
- Youth: Gender in Oregon and OYA
- Youth: Race and Ethnicity in Oregon and OYA



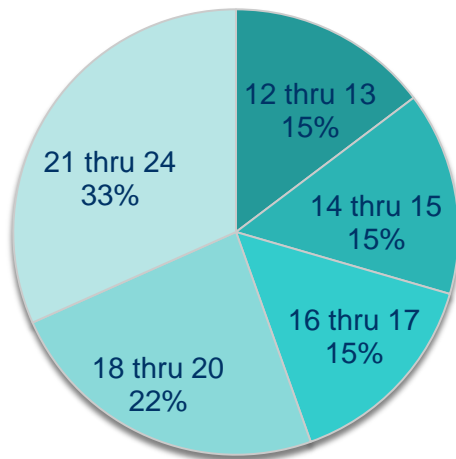
# Youth: Counties of origin



Source: JJIS, July, 2014

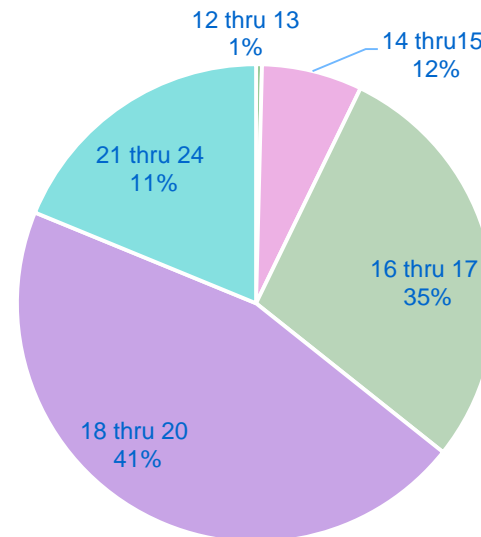
# Youth: Ages in Oregon and OYA

Oregon



Source: "Easy Access to Juvenile Populations" 2013

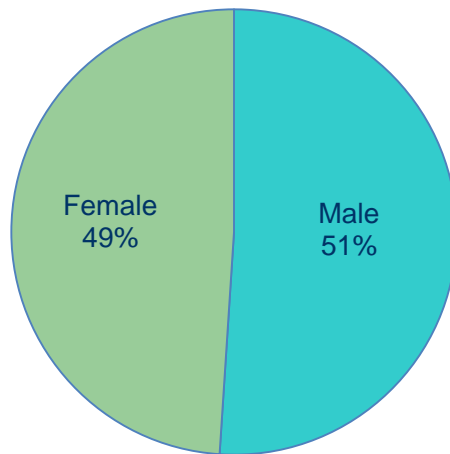
OYA



Source: JJIS, all youth, July 2014

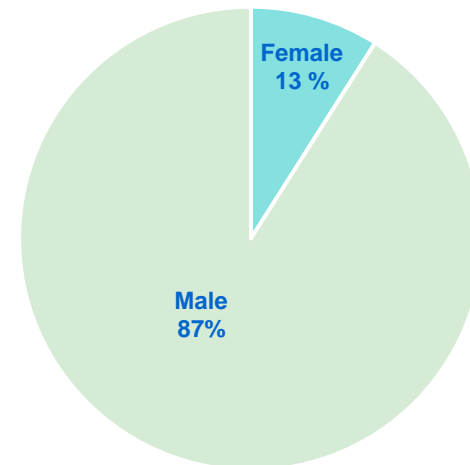
# Youth: Genders in Oregon and OYA

Oregon



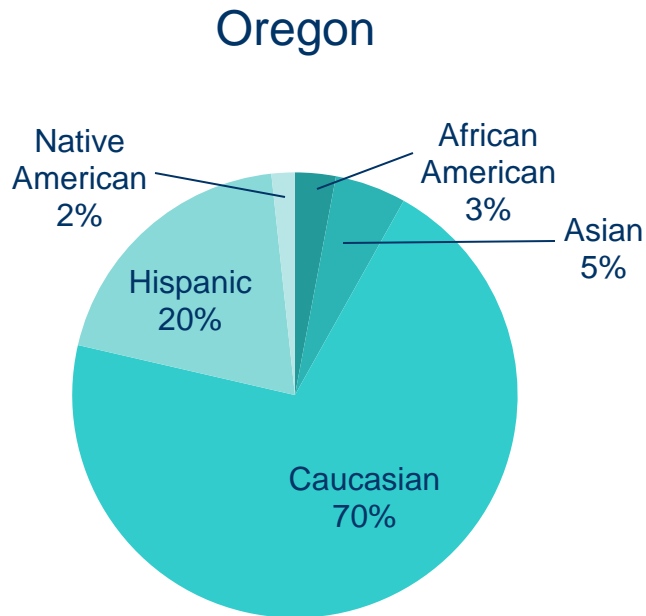
Source: "Easy Access to Juvenile Populations" 2013

OYA

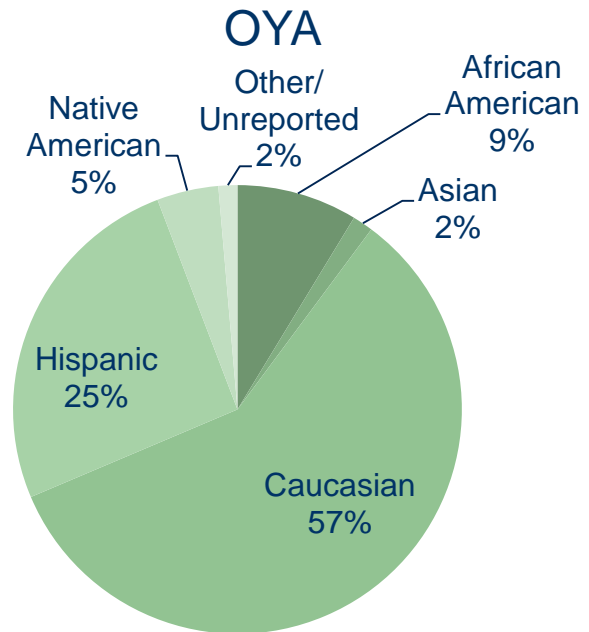


Source: JJIS, all youth, July 2014

# Youth: Race and ethnicity in Oregon and OYA

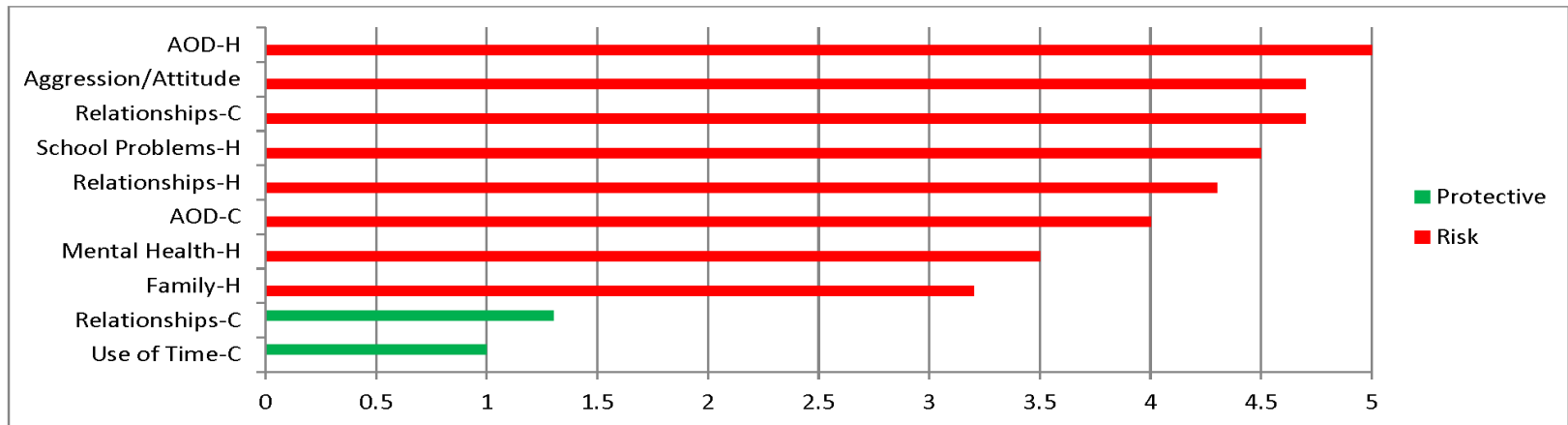


Source: "Easy Access to Juvenile Populations" 2013



Source: JJIS, all youth, July 2014

## TYPOLGY A



**ASSESSMENT CONSIDERATIONS:** For males with typology A, the most intense needs center on current and historical drug and alcohol use. Refer for alcohol and drug assessment to determine intervention and treatment needs. These youth should also be referred for a mental health assessment to clarify mental health need and/or further assessment. Assessment areas may include but are not limited to trauma, possible underlying factors triggering behavior, current diagnoses, intellectual functioning (IQ), and medication. Initial treatment/service should focus on stabilization based on the assessed needs of the identified youth.

**CASE PLAN ESSENTIALS:** Typology A youth are likely to react negatively to being told what to do. Case planning requires a collaborative approach, however, when developing a case plan, one must be direct and honest with the youth about limits to flexibility in planning and clear about why expectations exist. Once the youth understands these, the youth will be better equipped to assist in developing STGs, LTGs, and interventions that he believes will help him successfully achieve these goals. This increases the likelihood of active participation in case plan activities.

**TREATMENT APPROACH:** These youth tend to respond to punitive interventions with further escalation, reducing the likelihood of positive rapport with staff or desired skill development. These youth can be impulsive and reactive, and are typically skeptical about trusting or relying on others to get their needs met because, from their perspective, they have not been able to rely on others in the past. These youth are frequently angry due to their frustration at not knowing how to get their needs met effectively and/or appropriately and not believing that others are sincere in their willingness to assist. Typology A youth tend to perceive that they have been, and will likely be, treated unfairly. Developing relationships built on trust and respect will be a challenge, but necessary in order for the youth to stabilize and to move forward in treatment. Persons with whom a trusting relationship has been established will be in the best position to model cognitive flexibility and pro social thinking patterns to establish a pattern for positive change.

Person-centered approaches such as Motivational Interviewing, Collaborative Problem Solving, and other specific person-centered CBT models tend to be the most effective interventions and are the most likely to result in the youth's learning the problem solving and other adaptive skills he needs to achieve his case plan goals and to generalize and apply those skills consistently and sustainably.

# Thank you

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