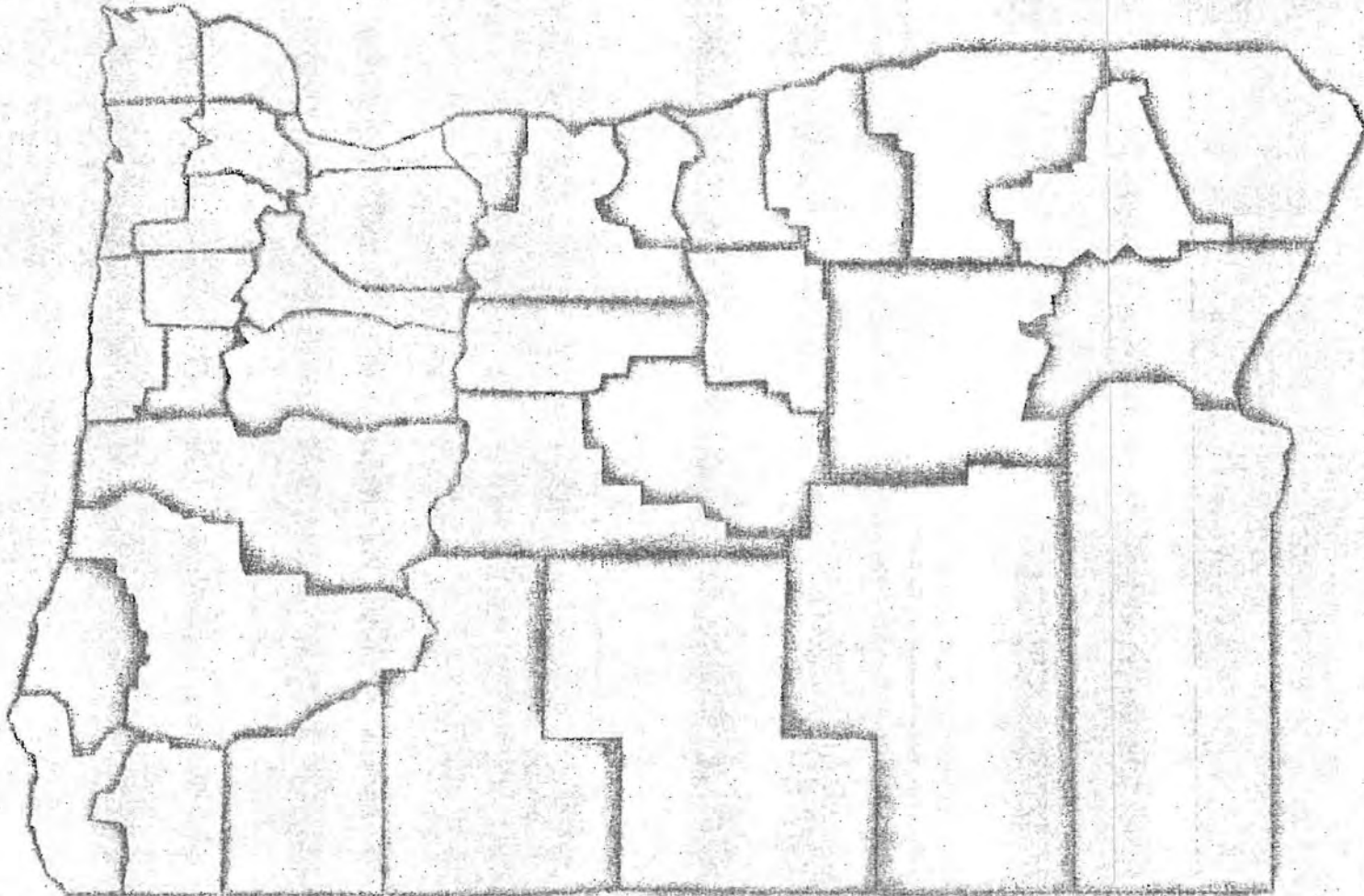


# Oregon Youth Authority

2015–2017 Governor's Budget



# Oregon Youth Authority

2015-2017 BIENNIUM

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### CERTIFICATION

### LEGISLATIVE ACTION

HB 5050-A 2013 Session – Joint Committee on Ways and Means

HB 5201-A February 2014 Session

### AGENCY SUMMARY

1

### REVENUES

139

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155

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275

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345

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# CERTIFICATION

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the arithmetic accuracy of all numerical information has been verified.

Oregon Youth Authority

530 Center St NE, Suite #200  
Salem OR 97301-3765

AGENCY NAME

AGENCY ADDRESS



SIGNATURE

Director

TITLE

Notice: Requests of those agencies headed by a board or commission must be approved by those bodies of official action and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator.

Agency Request

Governor's Budget

Legislatively Adopted









77<sup>th</sup> OREGON LEGISLATIVE ASSEMBLY – 2013 Session  
BUDGET REPORT AND MEASURE SUMMARY

JOINT COMMITTEE ON WAYS AND MEANS

MEASURE: HB 5050-A

Carrier – House: Rep. Williamson

Carrier – Senate: Sen. Winters

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Action: Do Pass as Amended and as Printed A-Engrossed

Vote: 26 – 0 – 0

House

Yeas: Barker, Buckley, Frederick, Freeman, Hanna, Huffinan, Jenson, Komp, McLane, Nathanson, Read, Richardson, Smith, Tomei, Williamson

Nays:

Exc:

Senate

Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Whitsett, Winters

Nays:

Exc:

Prepared By: Art Ayre, Department of Administrative Services

Reviewed By: Linda Gilbert, Legislative Fiscal Office

Meeting Date: June 6, 2013

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Agency

Youth Authority

Biennium

2013-15

## Budget Summary\*

	2011-13 Legislatively Approved Budget <sup>(1)</sup>	2013-15 Current Service Level	2013-15 Committee Recommendation	Committee Change from 2011-13 Leg. Approved	
				\$\$ Change	% Change
General Fund	\$ 250,012,705	\$ 274,568,268	\$ 273,545,562	\$ 23,532,857	9.4%
General Fund Capital Improvements	\$ 695,620	\$ 738,174	\$ 738,174	\$ 42,554	6.1%
General Fund Debt Service	\$ 5,342,506	\$ 2,017,315	\$ 2,017,315	\$ (3,325,191)	-62.2%
Other Funds	\$ 13,173,713	\$ 14,008,787	\$ 14,048,764	\$ 875,051	6.6%
Federal Funds	\$ 31,107,231	\$ 36,887,629	\$ 34,503,534	\$ 3,396,303	10.9%
Federal Funds Debt Service Nonlimited	\$ 1	\$ 1	\$ 1	\$ 0	0.0%
<b>Total</b>	<b>\$ 300,331,776</b>	<b>\$ 328,220,174</b>	<b>\$ 324,853,350</b>	<b>\$ 24,521,574</b>	<b>8.2%</b>

## Position Summary

Authorized Positions	1,152	1,032	1,030	-122
Full-time Equivalent (FTE) positions	979.76	994.58	992.58	12.82

<sup>(1)</sup> Includes adjustments through December 2012

\* Excludes Capital Construction expenditures

## Summary of Revenue Changes

General Fund supports the major share (85 percent) of activities and operations for the Oregon Youth Authority (OYA). Other Funds make up four percent of the total budget; funding sources include trust recoveries from Supplemental Security Income disability payments, child support collections, and other client funds used to reimburse the state for the maintenance costs of youth in care. Child support revenues have decreased by \$1.1 million primarily due to a higher proportion of older youth in OYA custody. Federal Funds from Title XIX (Medicaid) funds for Targeted Case Management, Medicaid Administration, and Behavioral Rehabilitation Services are forecast at \$34.5 million, supporting 11 percent of the budget.

## Summary of Public Safety Subcommittee Action

The Oregon Youth Authority (OYA) is responsible for a continuum of services for youth offenders through a statewide network of state facilities, state employees, counties, and other contracted community providers. OYA's close custody system includes three major population groups: juveniles convicted in adult court under Measure 11 or waived to adult court; Public Safety Reserve youth committed for certain violent crimes,

but too young for Measure 11 to apply; and youth committed for new crimes and parole violations as part of the county Discretionary Bed Allocation (DBA). The Office of Economic Analysis (OEA) April 2013 OYA Demand Forecast projects a substantially lower demand of 642 beds during the 2013-15 biennium. The recommended capacity of 753 beds is more than adequate to house the Measure 11/waived and Public Safety Reserve youth, and preserves the number of DBA beds available to counties for lower-level offenders as OYA implements the Youth Reformation System (YRS). Community placement beds are funded for 658 beds, However, the OEA forecast indicates an additional 841 community placements will be necessary to meet demand once the YRS is fully implemented.

The Public Safety Subcommittee approved a budget of \$324,853,350 Total Funds, including 1,030 positions (992.58 FTE). The 2013-15 total funds budget is an 8.2 percent increase from the 2011-13 LAB, while the General Fund of \$276,301,051 which includes Capital Improvement and Debt Service, is 7.9 percent above the 2011-13 LAB.

### **Facility Programs**

OYA operates seven youth correctional facilities (YCF) and four transition programs across the state. The facilities provide youth offenders with "bed and board", physical and mental health care, treatment services, education programs, recreation, and work experience for youth. Services are provided by OYA employees and by contract with community professionals, local school districts or education service districts. The majority of educational costs are financed through the State School Fund, although educational services provided to youth with a high school diploma or age 21 and older are paid for directly in OYA's budget.

The Subcommittee recommended a Facility Programs budget of \$160,947,984 total funds, including 791 positions (755.33 FTE).

The Subcommittee recommended Package 090: Analyst Adjustments. This package increases Other Funds expenditure limitation by \$90,059 to support the cost of issuance related to bond sales for deferred maintenance projects funded in the Capital Construction program.

The recommended budget includes Package 092: PERS Tax Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30 percent. The package reduces General Fund by \$309,678, Other Funds expenditure limitation by \$5,966, and Federal Funds expenditure limitation by \$60.

The recommended budget includes Package 093: Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2 percent.

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9 percent. However, no employer rate is reduced below its 2011-13 biennium rate. The package reduces General Fund by \$2,475,627, Other Funds expenditure limitation by \$47,690, and Federal Funds expenditure limitation by \$478.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package is a base budget PERS rate correction with addition of \$185,698 General Fund, \$3,574 Other Funds expenditure limitation, and \$36 Federal Funds expenditure limitation in personal services.

### **Community Programs**

Community Programs funds parole and probation services; community placement services, such as residential services and foster care; individualized community services; and grants to counties for youth gang services, juvenile crime prevention, and services to divert high risk youth offenders from OYA placement.

The Subcommittee recommended a Community Programs budget of \$129,675,889 Total Funds, including 140 positions (138.25 FTE).

The recommended budget includes Package 092: PERS Tax Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30 percent. This package reduces General Fund by \$52,812 and Federal Funds expenditure limitation by \$10,596.

The recommended budget includes Package 093: Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2 percent

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9 percent. However, no employer rate is reduced below its 2011-13 biennium rate. This package reduces General Fund by \$422,188 and Federal Funds expenditure limitation by \$84,704.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package makes three adjustments: (1) base budget PERS rates were understated by \$31,681 General Fund and \$6,337 Federal Funds expenditure limitation; (2) change in Federal Medical Assistance Percentages (FMAP) rate reduces General Fund and increases Federal Funds expenditure limitation by \$181,579; and (3) backfill for declining Behavior Rehabilitation Services (BRS) rates adds \$3,435,436 General Fund and reduces \$2,389,392 Federal Funds expenditure limitation.

### **Program Support**

Program Support includes the director's office and agency business services, such as accounting, employee services, budget and contracts, and information systems staff and expenditures. An internal audits office and the internal investigations function (the Office of Professional Standards) are also part of this budget. Operational costs for the Juvenile Justice Information System and agency-wide costs such as insurance premiums, Attorney General costs, and state government service charges are also paid by this budget.

The Subcommittee recommended a Program Support budget of \$31,473,987 Total Funds, including 99 positions (99.00 FTE).



The Subcommittee recommended Package 081: May 2012 Emergency Board. This package completes the phase-in of one-time 2011-13 General Fund reductions taken in SB 5701, February 2012. It also identifies two management positions that were permanently abolished. This package increases General Fund by \$19,284, decreases Federal Funds expenditure limitation by \$5,386, and eliminates two positions (2.00 FTE).

The recommended budget includes Package 091 Statewide Administrative Savings. This package is a placeholder for administrative efficiencies in finance, information technology, human resources, accounting, payroll, and procurement expenditures. The Executive Branch had intended for these reductions to be specified in the Governor's 2013-15 recommended budget. The Department of Administrative Services will continue to work on details of these reductions with agencies and report back during the 2014 session. This package reduces General Fund by \$841,737 and Federal Funds expenditure limitation by \$63,356.

The recommended budget includes Package 092 PERS Tax Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30%. This package reduces General Fund by \$48,762 and Federal Funds expenditure limitation by \$2,297.

The recommended budget includes Package 093 Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2%.

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9%. However, no employer rate is reduced below its 2011-13 biennium rate. This package reduces General Fund by \$389,814 and Federal Funds expenditure limitation by \$18,362.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package corrects PERS rate in base budget by adding \$28,601 General Fund and \$1,375 Federal Funds expenditure limitation. It also corrects Federal Funds expenditure limitation on two positions for a General Fund reduction and Federal Funds expenditure limitation increase of \$1,209.

**Budget Note:**

The Oregon Youth Authority (OYA) has two aging youth correctional facilities in the Willamette Valley that are operating well below the intended bed capacity and that have significant deferred maintenance needs. The April 2013 Oregon Youth Authority Demand Forecast projects a reduction in the number of close custody beds necessary to house incarcerated youth and also shows a need for a substantial increase in the number of community residential treatment beds.

The Joint Committee on Ways and Means directs OYA to develop a facilities plan that:

1. Evaluates facilities in terms of capacity, operating and maintenance cost, and deferred maintenance need;

2. Develops 10-year or longer term plans for the facilities;
3. Includes recommendations and rationale for facility disposition, if appropriate; and
4. Recommends future uses of the buildings that OYA would no longer need.

The Oregon Youth Authority is developing the Youth Reformation System, a predictive analysis model to inform decisions at all levels of Oregon's juvenile justice system. The model uses juvenile data in Oregon's unique Juvenile Justice Information System to create better outcomes for youth in terms of returning to society ready to take part in a productive, healthy, crime-free life. The model, in turn, reduces victimization and reduces taxpayer expense.

The Joint Committee on Ways and Means directs OYA to develop a business plan that:

1. Includes business efficiencies, including maximizing asset utility, that effectively use taxpayer dollars;
2. Creates a timeline and project plan to implement the Youth Reformation System;
3. Does not compromise the safety and security of youth, staff, or the community; and
4. To the greatest extent possible, avoids layoffs.

OYA is further directed to report on the facility and Youth Reformation System business plans to the Joint Committee on Ways and Means during the February, 2014 Legislative Session.

#### **Debt Service**

Debt service is the obligation to repay the principal and interest costs of Certificates of Participation (COPs) issued to finance OYA's capital construction and deferred maintenance needs.

The Subcommittee recommended a total of \$2,017,315 General Fund and a \$1 placeholder for non-limited Federal Funds expenditure limitation.

#### **Capital Improvements**

Capital Improvement pays for land and building improvements, including major repair or replacement, which cost more than \$5,000 but less than \$1.0 million. Funding for capital improvements continues to be limited, allowing OYA to address only the most critical or emergent needs.

The Subcommittee recommended a budget of \$738,174 General Fund.

#### **Summary of Performance Measure Action**

See attached Legislatively Adopted 2013-15 Key Performance Measures form.



DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

HB 5050-A

Oregon Youth Authority  
Art Ayre - 503-378-3108

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
2011-13 Legislatively Approved Budget at Dec 2012 *	\$ 256,050,831	\$ 0	\$ 13,173,713	\$ 0	\$ 31,107,231	\$ 1	\$ 300,331,776	1,152	979.76
2013-15 ORBITS printed Current Service Level (CSL)*	\$ 277,323,757	\$ 0	\$ 14,008,787	\$ 0	\$ 36,887,629	\$ 1	\$ 328,220,174	1,032	994.58
<b>SUBCOMMITTEE ADJUSTMENTS (from CSL)</b>									
<b>SCR 010 - Facility Programs</b>									
Package 090: Analyst Adjustments									
Services and Supplies	\$ 0	\$ 0	\$ 90,059	\$ 0	\$ 0	\$ 0	\$ 90,059		
Package 092: PERS Taxation Policy									
Personal Services	\$ (309,678)	\$ 0	\$ (5,966)	\$ 0	\$ (60)	\$ 0	\$ (315,704)	0	0.00
Package 093: Other PERS Adjustments									
Personal Services	\$ (2,475,627)	\$ 0	\$ (47,690)	\$ 0	\$ (478)	\$ 0	\$ (2,523,795)	0	0.00
Package 810: LFO Analyst Adjustments									
Personal Services	\$ 185,698	\$ 0	\$ 3,574	\$ 0	\$ 36	\$ 0	\$ 189,308	0	0.00
<b>SCR 020 - Community Programs</b>									
Package 092: PERS Taxation Policy									
Personal Services	\$ (52,812)	\$ 0	\$ 0	\$ 0	\$ (10,596)	\$ 0	\$ (63,408)	0	0.00
Package 093: Other PERS Adjustments									
Personal Services	\$ (422,188)	\$ 0	\$ 0	\$ 0	\$ (84,704)	\$ 0	\$ (506,892)	0	0.00
Package 810: LFO Analyst Adjustments									
Personal Services	\$ 31,681	\$ 0	\$ 0	\$ 0	\$ 6,337	\$ 0	\$ 38,018	0	0.00
Special Payments (Dist. to Individuals)	\$ 3,253,857	\$ 0	\$ 0	\$ 0	\$ (2,207,813)	\$ 0	\$ 1,046,044		
<b>SCR 030 - Program Support</b>									
Package 081: May 2012 Emergency Board									
Personal Services	\$ 19,284	\$ 0	\$ 0	\$ 0	\$ (5,386)	\$ 0	\$ 13,898	-2	-2.00
Package 091: Statewide Administrative Savings									
Personal Services	\$ (673,390)	\$ 0	\$ 0	\$ 0	\$ (50,685)	\$ 0	\$ (724,075)	0	0.00
Services and Supplies	\$ (168,347)	\$ 0	\$ 0	\$ 0	\$ (12,671)	\$ 0	\$ (181,018)		
Package 092: PERS Taxation Policy									
Personal Services	\$ (48,762)	\$ 0	\$ 0	\$ 0	\$ (2,297)	\$ 0	\$ (51,059)	0	0.00

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
Package 093: Other PERS Adjustments Personal Services	\$ (389,814)	\$ 0	\$ 0	\$ 0	\$ (18,362)	\$ 0	\$ (408,176)	0	0.00
Package 810: LFO Analyst Adjustments Personal Services	\$ 27,392	\$ 0	\$ 0	\$ 0	\$ 2,584	\$ 0	\$ 29,976	0	0.00
TOTAL ADJUSTMENTS	\$ (1,022,706)	\$ 0	\$ 39,977	\$ 0	\$ (2,384,095)	\$ 0	\$ (3,366,824)	-2	-2.00
SUBCOMMITTEE RECOMMENDATION *	\$ 276,301,051	\$ 0	\$ 14,048,764	\$ 0	\$ 34,503,534	\$ 1	\$ 324,853,350	1,030	992.58
% Change from 2011-13 Leg Approved Budget	7.9%	0.0%	6.6%	0.0%	10.9%	0.0%	8.2%	-10.6%	1.3%
% Change from 2013-15 Current Service Level	-0.4%	0.0%	0.3%	0.0%	-6.5%	0.0%	-1.0%	-0.2%	-0.2%

## Legislatively Approved 2013-2015 Key Performance Measures

**Agency:** YOUTH AUTHORITY, OREGON

**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.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2014	Target 2015
1 - ESCAPES - Number of escapes per fiscal year.		Approved KPM	0.00	5.00	5.00
2 - RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.		Approved KPM	268.00	255.00	255.00
3 a - YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities		Approved KPM	19.00	32.00	32.00
3 b - YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field		Approved KPM	0.00	6.00	6.00
4 a - STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. a) Facilities		Approved KPM	6.00	3.00	3.00
4 b - STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. b) Field		Approved KPM	0.00	0.00	0.00
5 a - SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities		Approved KPM	20.00	10.00	10.00
5 b - SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field		Approved KPM	6.00	1.00	1.00
6 - INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.		Approved KPM	78.00	90.00	90.00
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.		Approved KPM	65.00	90.00	90.00
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.		Approved KPM	92.00	95.00	95.00

**Agency: YOUTH AUTHORITY, OREGON**

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.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2014	Target 2015
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.		Approved KPM	65.00	90.00	90.00
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.		Approved KPM	66.00	70.00	70.00
11 - RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.		Approved KPM	36.00	40.00	40.00
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).		Approved KPM	9.80	8.00	8.00
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).		Approved KPM	22.20	16.50	16.50
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).		Approved KPM	30.80		
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).		Approved KPM	7.20	9.50	9.50
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).		Approved KPM	13.40	13.50	

**Agency: YOUTH AUTHORITY, OREGON**

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.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2014	Target 2015
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).		Approved KPM	24.10		
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.	Accuracy	Approved KPM	54.00	80.00	80.00
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.	Availability of Information	Approved KPM	49.00	80.00	80.00
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.	Expertise	Approved KPM	65.00	80.00	80.00
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.	Helpfulness	Approved KPM	63.00	80.00	80.00
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.	Overall	Approved KPM	80.00	80.00	80.00
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.	Timeliness	Approved KPM	49.00	80.00	80.00

**LFO Recommendation:**

Approve agency KPM's as presented with one exception:#1 - Number of escapes per year. Reduce target to 5 from 9 to reflect recent actual experience.

**Sub-Committee Action:**

The Sub-Committee discussed the meaning of escape in the KPM (from residential care, not from close custody facilities) and approved the LFO recommendation.

77<sup>th</sup> OREGON LEGISLATIVE ASSEMBLY – 2014 Session  
BUDGET REPORT AND MEASURE SUMMARY

JOINT COMMITTEE ON WAYS AND MEANS

MEASURE: HB 5201-A

Carrier – House: Rep. Buckley

Carrier – Senate: Sen. Devlin

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Action: Do Pass as Amended and be Printed A-Engrossed

Vote: 21 – 5 – 0

House

Yeas: Barker, Buckley, Frederick, Huffman, Jenson, Komp, Nathanson, Read, Smith, Tomei, Williamson

Nays: Hanna, Freeman, McLane, Richardson

Exc:

Senate

Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Winters

Nays: Whitsett

Exc:

Prepared By: Linda Ames and Laurie Byerly, Legislative Fiscal Office

Reviewed By: Daron Hill, Legislative Fiscal Office

Meeting Date: March 6, 2014

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Agency

Various Agencies

Emergency Board

Biennium

2013-15

## Budget Summary<sup>(1)</sup>

### Emergency Board

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
General Fund - General Purpose	\$ 30,000,000	\$ 30,000,000	\$ -	0.0%
General Fund - Special Purpose Appropriations				
State employee compensation changes	\$ 86,500,000	\$ -	\$ (86,500,000)	-100.0%
Home health care worker compensation	\$ 12,900,000	\$ -	\$ (12,900,000)	-100.0%
Department of Education - student assessments	\$ 4,600,000	\$ -	\$ (4,600,000)	-100.0%
Department of Education - youth development	\$ 1,789,557	\$ -	\$ (1,789,557)	-100.0%
Housing & Community Services - various	\$ 9,215,066	\$ -	\$ (9,215,066)	-100.0%
Oregon Health Authority - A&D rate increases	\$ 3,300,000	\$ -	\$ (3,300,000)	-100.0%
Oregon Health Authority - dental pilots	\$ 100,000	\$ -	\$ (100,000)	-100.0%
Seniors	\$ 26,000,000	\$ 12,704,627	\$ (13,295,373)	-51.1%
Oregon Health Authority/Department of Human Services - future costs	\$ -	\$ 24,000,000	\$ 24,000,000	0.0%
Oregon University System/Higher Ed Coordinating Commission - future costs	\$ -	\$ 3,500,000	\$ 3,500,000	0.0%
Judicial Department - operations	\$ -	\$ 1,300,000	\$ 1,300,000	0.0%
Judicial Department - debt collection costs	\$ -	\$ 700,000	\$ 700,000	0.0%

### ADMINISTRATION PROGRAM AREA

#### Department of Administrative Services

General Fund	\$ 11,148,091	\$ 11,914,443	\$ 766,352	6.9%
Other Funds	\$ 877,567,512	\$ 907,312,584	\$ 29,745,072	3.4%

#### Oregon Advocacy Commissions Office

General Fund	\$ 399,995	\$ 425,525	\$ 25,530	6.4%
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#### Employment Relations Board

General Fund	\$ 1,894,849	\$ 2,061,040	\$ 166,191	8.8%
Other Funds	\$ 1,901,273	\$ 2,140,264	\$ 238,991	12.6%

#### Government Ethics Commission

Other Funds	\$ 1,935,994	\$ 1,976,802	\$ 40,808	2.1%
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#### Office of the Governor

General Fund	\$ 10,007,383	\$ 11,401,846	\$ 1,394,463	13.9%
Lottery Funds	\$ 3,261,204	\$ 3,376,215	\$ 115,011	3.5%
Other Funds	\$ 2,809,734	\$ 2,910,655	\$ 100,921	3.6%



	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Oregon State Library</u></b>				
General Fund	\$ 1,591,908	\$ 1,629,976	\$ 38,068	2.4%
Other Funds	\$ 2,774,285	\$ 2,810,561	\$ 36,276	1.3%
Federal Funds	\$ 2,463,398	\$ 2,478,210	\$ 14,812	0.6%
<b><u>Oregon Liquor Control Commission</u></b>				
Other Funds	\$ 150,626,250	\$ 151,875,699	\$ 1,249,449	0.8%
<b><u>Public Employees Retirement System</u></b>				
Other Funds	\$ 84,002,344	\$ 88,153,980	\$ 4,151,636	4.9%
<b><u>Racing Commission</u></b>				
Other Funds	\$ 5,821,294	\$ 5,905,502	\$ 84,208	1.4%
<b><u>Department of Revenue</u></b>				
General Fund	\$ 165,191,130	\$ 166,641,759	\$ 1,450,629	0.9%
Other Funds	\$ 65,256,876	\$ 64,202,113	\$ (1,054,763)	-1.6%
<b><u>Secretary of State</u></b>				
General Fund	\$ 8,476,735	\$ 8,663,845	\$ 187,110	2.2%
Other Funds	\$ 48,895,140	\$ 50,265,885	\$ 1,370,745	2.8%
Federal Funds	\$ 7,710,474	\$ 5,045,103	\$ (2,665,371)	-34.6%
<b><u>Treasurer of State</u></b>				
Other Funds	\$ 45,149,748	\$ 46,683,387	\$ 1,533,639	3.4%
<b><u>CONSUMER AND BUSINESS SERVICES PROGRAM AREA</u></b>				
<b><u>Board of Accountancy</u></b>				
Other Funds	\$ 2,073,326	\$ 2,104,122	\$ 30,796	1.5%
<b><u>Board of Chiropractic Examiners</u></b>				
Other Funds	\$ 1,454,717	\$ 1,480,033	\$ 25,316	1.7%
<b><u>Construction Contractors Board</u></b>				
Other Funds	\$ 15,874,620	\$ 16,287,732	\$ 413,112	2.6%



	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Department of Consumer and Business Services</u></b>				
Other Funds	\$ 210,350,105	\$ 215,686,144	\$ 5,336,039	2.5%
Federal Funds	\$ 984,288	\$ 5,636,901	\$ 4,652,613	472.7%
<b><u>Board of Licensed Professional Counselors and Therapists</u></b>				
Other Funds	\$ 1,096,822	\$ 1,128,319	\$ 31,497	2.9%
<b><u>Board of Dentistry</u></b>				
Other Funds	\$ 2,581,266	\$ 2,606,916	\$ 25,650	1.0%
<b><u>Oregon Health Licensing Agency</u></b>				
Other Funds	\$ 7,642,521	\$ 3,882,241	\$ (3,760,280)	-49.2%
<b><u>Health Related Licensing Boards</u></b>				
State Mortuary and Cemetery Board				
Other Funds	\$ 1,409,105	\$ 1,446,342	\$ 37,237	2.6%
Board of Naturopathic Medicine				
Other Funds	\$ 631,110	\$ 653,339	\$ 22,229	3.5%
Occupational Therapy Licensing Board				
Other Funds	\$ 367,857	\$ 380,132	\$ 12,275	3.3%
Board of Medical Imaging				
Other Funds	\$ 836,832	\$ 856,351	\$ 19,519	2.3%
State Board of Examiners for Speech-Language Pathology and Audiology				
Other Funds	\$ 529,895	\$ 544,232	\$ 14,337	2.7%
Oregon State Veterinary Medical Examining Board				
Other Funds	\$ 740,203	\$ 756,229	\$ 16,026	2.2%
<b><u>Bureau of Labor and Industries</u></b>				
General Fund	\$ 11,517,209	\$ 11,846,552	\$ 329,343	2.9%
Other Funds	\$ 9,871,681	\$ 10,550,519	\$ 678,838	6.9%
Federal Funds	\$ 1,495,043	\$ 1,683,613	\$ 188,570	12.6%
<b><u>Oregon Medical Board</u></b>				
Other Funds	\$ 10,453,997	\$ 10,729,843	\$ 275,846	2.6%
<b><u>Board of Nursing</u></b>				
Other Funds	\$ 14,196,228	\$ 14,493,701	\$ 297,473	2.1%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Board of Pharmacy</u></b>				
Other Funds	\$ 5,783,198	\$ 5,957,609	\$ 174,411	3.0%
<b><u>Board of Psychologist Examiners</u></b>				
Other Funds	\$ 1,005,553	\$ 1,038,215	\$ 32,662	3.2%
<b><u>Public Utility Commission</u></b>				
Other Funds	\$ 40,049,729	\$ 40,901,178	\$ 851,449	2.1%
Federal Funds	\$ 2,444,367	\$ 2,474,000	\$ 29,633	1.2%
<b><u>Real Estate Agency</u></b>				
Other Funds	\$ 7,053,979	\$ 7,277,657	\$ 223,678	3.2%
<b><u>Board of Licensed Social Workers</u></b>				
Other Funds	\$ 1,350,215	\$ 1,395,325	\$ 45,110	3.3%
<b><u>Board of Tax Practitioners</u></b>				
Other Funds	\$ 1,157,125	\$ 1,183,845	\$ 26,720	2.3%
<b><u>ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA</u></b>				
<b><u>Oregon Business Development Department</u></b>				
General Fund	\$ 8,250,274	\$ 8,371,867	\$ 121,593	1.5%
Lottery Funds	\$ 115,478,577	\$ 117,386,290	\$ 1,907,713	1.7%
Other Funds	\$ 67,638,351	\$ 77,605,374	\$ 9,967,023	14.7%
Federal Funds	\$ 38,781,008	\$ 38,841,307	\$ 60,299	0.2%
<b><u>Employment Department</u></b>				
Other Funds	\$ 120,522,794	\$ 127,704,596	\$ 7,181,802	6.0%
Federal Funds	\$ 159,967,135	\$ 168,973,715	\$ 9,006,580	5.6%
<b><u>Housing and Community Services Department</u></b>				
General Fund	\$ 8,593,855	\$ 19,401,247	\$ 10,807,392	125.8%
Other Funds	\$ 73,939,411	\$ 138,522,567	\$ 64,583,156	87.3%
Federal Funds	\$ 77,993,813	\$ 117,493,813	\$ 39,500,000	50.6%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Department of Veterans' Affairs</u></b>				
General Fund	\$ 9,448,781	\$ 9,600,742	\$ 151,961	1.6%
Other Funds	\$ 43,788,902	\$ 50,400,107	\$ 6,611,205	15.1%
Federal Funds	\$ -	\$ 300,000	\$ 300,000	0.0%
 <b><u>EDUCATION PROGRAM AREA</u></b>				
<b><u>Department of Community Colleges and Workforce Development</u></b>				
General Fund	\$ 496,408,441	\$ 496,718,644	\$ 310,203	0.1%
Other Funds	\$ 115,912,543	\$ 116,212,901	\$ 300,358	0.3%
Federal Funds	\$ 107,203,669	\$ 107,441,253	\$ 237,584	0.2%
<b><u>Department of Education</u></b>				
General Fund	\$ 436,954,079	\$ 453,469,907	\$ 16,515,828	3.8%
Other Funds	\$ 134,359,784	\$ 134,784,035	\$ 424,251	0.3%
Federal Funds	\$ 996,058,997	\$ 1,005,410,381	\$ 9,351,384	0.9%
<b><u>State School Fund</u></b>				
Other Funds	\$ 400,826	\$ 3,936,407	\$ 3,535,581	882.1%
<b><u>Higher Education Coordinating Commission</u></b>				
General Fund	\$ 3,111,497	\$ 2,903,360	\$ (208,137)	-6.7%
Other Funds	\$ 1,732,885	\$ 1,757,474	\$ 24,589	1.4%
Federal Funds	\$ 342,759	\$ 347,571	\$ 4,812	1.4%
<b><u>Oregon Education Investment Board</u></b>				
General Fund	\$ 6,035,608	\$ 6,202,578	\$ 166,970	2.8%
<b><u>Oregon Health and Science University</u></b>				
Other Funds	\$ 31,639,826	\$ 231,675,116	\$ 200,035,290	632.2%
<b><u>Oregon Student Access Commission</u></b>				
General Fund	\$ 115,718,916	\$ 115,806,520	\$ 87,604	0.1%
Lottery Funds	\$ 246,223	\$ 2,546,223	\$ 2,300,000	934.1%
Other Funds	\$ 20,094,896	\$ 20,173,727	\$ 78,831	0.4%
<b><u>Teachers Standards and Practices Commission</u></b>				
Other Funds	\$ 4,904,153	\$ 5,004,014	\$ 99,861	2.0%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Oregon University System</u></b>				
General Fund	\$ 752,677,876	\$ 751,177,876	\$ (1,500,000)	-0.2%
<b><u>HUMAN SERVICES PROGRAM AREA</u></b>				
<b><u>Commission for the Blind</u></b>				
General Fund	\$ 1,522,942	\$ 1,598,027	\$ 75,085	4.9%
Other Funds	\$ 3,052,021	\$ 2,025,381	\$ (1,026,640)	-33.6%
Federal Funds	\$ 12,129,790	\$ 12,321,894	\$ 192,104	1.6%
<b><u>Oregon Health Authority</u></b>				
General Fund	\$ 1,972,206,670	\$ 1,959,774,729	\$ (12,431,941)	-0.6%
Lottery Funds	\$ 10,545,822	\$ 10,592,532	\$ 46,710	0.4%
Other Funds	\$ 3,771,761,551	\$ 3,814,407,180	\$ 42,645,629	1.1%
Federal Funds	\$ 7,485,009,093	\$ 8,632,707,613	\$ 1,147,698,520	15.3%
<b><u>Department of Human Services</u></b>				
General Fund	\$ 2,257,307,600	\$ 2,324,079,188	\$ 66,771,588	3.0%
Other Funds	\$ 474,879,587	\$ 501,842,250	\$ 26,962,663	5.7%
Federal Funds	\$ 6,338,409,362	\$ 6,463,843,621	\$ 125,434,259	2.0%
<b><u>Long Term Care Ombudsman</u></b>				
General Fund	\$ 2,705,620	\$ 3,784,880	\$ 1,079,260	39.9%
Other Funds	\$ 680,105	\$ 703,321	\$ 23,216	3.4%
<b><u>Psychiatric Security Review Board</u></b>				
General Fund	\$ 2,306,552	\$ 2,372,291	\$ 65,739	2.9%
Other Funds	\$ 103,725	\$ 110,734	\$ 7,009	6.8%
<b><u>JUDICIAL BRANCH</u></b>				
<b><u>Judicial Department</u></b>				
General Fund	\$ 394,466,850	\$ 400,423,412	\$ 5,956,562	1.5%
Other Funds	\$ 61,809,554	\$ 65,078,242	\$ 3,268,688	5.3%
Federal Funds	\$ 1,227,911	\$ 1,233,153	\$ 5,242	0.4%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Commission on Judicial Fitness and Disability</u></b>				
General Fund	\$ 193,140	\$ 197,316	\$ 4,176	2.2%
<b><u>Public Defense Services Commission</u></b>				
General Fund	\$ 244,280,071	\$ 249,451,095	\$ 5,171,024	2.1%
Other Funds	\$ 4,467,042	\$ 4,474,644	\$ 7,602	0.2%
<b><u>LEGISLATIVE BRANCH</u></b>				
<b><u>Legislative Administration Committee</u></b>				
General Fund	\$ 33,376,264	\$ 33,937,491	\$ 561,227	1.7%
Other Funds	\$ 37,920,316	\$ 37,929,526	\$ 9,210	0.0%
<b><u>Legislative Assembly</u></b>				
General Fund	\$ 38,039,318	\$ 38,204,763	\$ 165,445	0.4%
Other Funds	\$ 277,937	\$ 278,847	\$ 910	0.3%
<b><u>Commission on Indian Services</u></b>				
General Fund	\$ 444,063	\$ 450,369	\$ 6,306	1.4%
<b><u>Legislative Counsel</u></b>				
General Fund	\$ 9,784,658	\$ 9,952,041	\$ 167,383	1.7%
Other Funds	\$ 1,658,313	\$ 1,681,068	\$ 22,755	1.4%
<b><u>Legislative Fiscal Office</u></b>				
General Fund	\$ 3,610,997	\$ 3,558,397	\$ (52,600)	-1.5%
Other Funds	\$ 3,000,000	\$ 3,179,547	\$ 179,547	6.0%
<b><u>Legislative Revenue Office</u></b>				
General Fund	\$ 2,711,399	\$ 2,769,184	\$ 57,785	2.1%
<b><u>NATURAL RESOURCES PROGRAM AREA</u></b>				
<b><u>Department of Agriculture</u></b>				
General Fund	\$ 18,720,616	\$ 19,460,351	\$ 739,735	4.0%
Lottery Funds	\$ 6,333,815	\$ 6,473,272	\$ 139,457	2.2%
Other Funds	\$ 53,980,931	\$ 55,589,067	\$ 1,608,136	3.0%
Federal Funds	\$ 15,168,522	\$ 15,320,730	\$ 152,208	1.0%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Columbia River Gorge Commission</u></b>				
General Fund	\$ 873,180	\$ 891,000	\$ 17,820	2.0%
<b><u>Department of Environmental Quality</u></b>				
General Fund	\$ 29,936,112	\$ 30,961,259	\$ 1,025,147	3.4%
Lottery Funds	\$ 3,824,782	\$ 3,873,265	\$ 48,483	1.3%
Other Funds	\$ 139,956,679	\$ 142,862,396	\$ 2,905,717	2.1%
Federal Funds	\$ 27,563,182	\$ 28,010,107	\$ 446,925	1.6%
<b><u>Department of Energy</u></b>				
Other Funds	\$ 49,447,398	\$ 50,489,645	\$ 1,042,247	2.1%
Federal Funds	\$ 2,939,208	\$ 2,977,118	\$ 37,910	1.3%
<b><u>Department of Fish and Wildlife</u></b>				
General Fund	\$ 17,157,413	\$ 17,704,434	\$ 547,021	3.2%
Lottery Funds	\$ 4,767,766	\$ 4,921,716	\$ 153,950	3.2%
Other Funds	\$ 182,247,358	\$ 185,369,107	\$ 3,121,749	1.7%
Federal Funds	\$ 131,933,605	\$ 134,778,425	\$ 2,844,820	2.2%
<b><u>State Forestry Department</u></b>				
General Fund	\$ 56,437,263	\$ 97,836,604	\$ 41,399,341	73.4%
Other Funds	\$ 339,657,186	\$ 343,086,494	\$ 3,429,308	1.0%
Federal Funds	\$ 33,853,011	\$ 34,108,167	\$ 255,156	0.8%
<b><u>Department of Geology and Mineral Industries</u></b>				
General Fund	\$ 2,505,043	\$ 2,582,015	\$ 76,972	3.1%
Other Funds	\$ 7,835,292	\$ 7,955,725	\$ 120,433	1.5%
Federal Funds	\$ 4,303,586	\$ 4,429,263	\$ 125,677	2.9%
<b><u>Department of Land Conservation and Development</u></b>				
General Fund	\$ 12,330,059	\$ 12,667,032	\$ 336,973	2.7%
Other Funds	\$ 947,584	\$ 960,315	\$ 12,731	1.3%
Federal Funds	\$ 5,891,950	\$ 6,014,070	\$ 122,120	2.1%
<b><u>Land Use Board of Appeals</u></b>				
General Fund	\$ 1,517,044	\$ 1,573,758	\$ 56,714	3.7%
Other Funds	\$ 84,328	\$ 87,401	\$ 3,073	3.6%

	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Department of State Lands</u></b>				
Other Funds	\$ 29,740,188	\$ 30,563,139	\$ 822,951	2.8%
Federal Funds	\$ 1,831,671	\$ 2,881,911	\$ 1,050,240	57.3%
<b><u>State Marine Board</u></b>				
Other Funds	\$ 25,981,329	\$ 26,214,465	\$ 233,136	0.9%
Federal Funds	\$ 7,443,149	\$ 7,450,387	\$ 7,238	0.1%
<b><u>Parks and Recreation Department</u></b>				
Lottery Funds	\$ 84,614,432	\$ 85,843,436	\$ 1,229,004	1.5%
Other Funds	\$ 111,999,304	\$ 113,690,281	\$ 1,690,977	1.5%
Federal Funds	\$ 11,819,364	\$ 11,858,367	\$ 39,003	0.3%
<b><u>Water Resources Department</u></b>				
General Fund	\$ 26,504,946	\$ 27,284,614	\$ 779,668	2.9%
Other Funds	\$ 34,547,011	\$ 34,736,737	\$ 189,726	0.5%
Federal Funds	\$ 1,272,735	\$ 1,275,264	\$ 2,529	0.2%
<b><u>Oregon Watershed Enhancement Board</u></b>				
Lottery Funds	\$ 58,109,189	\$ 58,227,336	\$ 118,147	0.2%
Other Funds	\$ 1,849,375	\$ 1,852,224	\$ 2,849	0.2%
Federal Funds	\$ 32,732,090	\$ 32,817,029	\$ 84,939	0.3%
<b><u>PUBLIC SAFETY PROGRAM AREA</u></b>				
<b><u>Department of Corrections</u></b>				
General Fund	\$ 1,396,990,504	\$ 1,448,294,183	\$ 51,303,679	3.7%
Other Funds	\$ 39,599,876	\$ 39,926,693	\$ 326,817	0.8%
<b><u>Oregon Criminal Justice Commission</u></b>				
General Fund	\$ 23,745,288	\$ 23,851,046	\$ 105,758	0.4%
Other Funds	\$ 483,422	\$ 479,680	\$ (3,742)	-0.8%
Federal Funds	\$ 7,135,487	\$ 7,163,318	\$ 27,831	0.4%
<b><u>District Attorneys and Their Deputies</u></b>				
General Fund	\$ 10,239,592	\$ 10,849,009	\$ 609,417	6.0%



	2013-15 Legislatively Approved Level <sup>(2)</sup>	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			\$\$ Change	% Change
<b><u>Department of Justice</u></b>				
General Fund	\$ 64,380,931	\$ 66,289,084	\$ 1,908,153	3.0%
Other Funds	\$ 259,697,319	\$ 265,469,616	\$ 5,772,297	2.2%
Federal Funds	\$ 142,235,349	\$ 144,356,473	\$ 2,121,124	1.5%
<b><u>Oregon Military Department</u></b>				
General Fund	\$ 20,783,532	\$ 21,863,993	\$ 1,080,461	5.2%
Other Funds	\$ 111,646,205	\$ 113,902,017	\$ 2,255,812	2.0%
Federal Funds	\$ 284,930,096	\$ 287,230,606	\$ 2,300,510	0.8%
<b><u>Board of Parole and Post-Prison Supervision</u></b>				
General Fund	\$ 4,063,865	\$ 4,189,720	\$ 125,855	3.1%
<b><u>Department of State Police</u></b>				
General Fund	\$ 232,126,436	\$ 240,590,265	\$ 8,463,829	3.6%
Lottery Funds	\$ 6,914,543	\$ 7,166,858	\$ 252,315	3.6%
Other Funds	\$ 91,213,655	\$ 93,291,730	\$ 2,078,075	2.3%
Federal Funds	\$ 9,411,098	\$ 9,446,084	\$ 34,986	0.4%
<b><u>Department of Public Safety Standards and Training</u></b>				
Other Funds	\$ 34,859,020	\$ 35,668,666	\$ 809,646	2.3%
<b><u>Oregon Youth Authority</u></b>				
General Fund	\$ 269,052,312	\$ 275,662,044	\$ 6,609,732	2.5%
Other Funds	\$ 19,508,582	\$ 19,553,725	\$ 45,143	0.2%
Federal Funds	\$ 34,496,051	\$ 34,680,918	\$ 184,867	0.5%
<b><u>TRANSPORTATION PROGRAM AREA</u></b>				
<b><u>Department of Aviation</u></b>				
Other Funds	\$ 6,202,750	\$ 6,297,654	\$ 94,904	1.5%
Federal Funds	\$ 4,769,741	\$ 4,778,379	\$ 8,638	0.2%
<b><u>Department of Transportation</u></b>				
General Fund	\$ 2,060,000	\$ 6,060,000	\$ 4,000,000	194.2%
Other Funds	\$ 3,813,954,090	\$ 3,837,855,561	\$ 23,901,471	0.6%
Federal Funds	\$ 119,483,481	\$ 119,553,108	\$ 69,627	0.1%



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2013-15 Legislatively  
Approved Level<sup>(2)</sup>

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2014 Committee  
Recommendation

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Committee Change from  
2013-15 Leg. Approved

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\$\$ Change

% Change

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**2013-15 Budget Summary**

<b>General Fund Total</b>	\$	115,394,418
<b>Lottery Funds Total</b>	\$	6,310,790
<b>Other Funds Total</b>	\$	457,732,914
<b>Federal Funds Total</b>	\$	1,343,927,389

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(1) Excludes Capital Construction

(2) Includes approved expenditures through November 2013 and administrative actions

**Position Summary**

	<u>2013-15 Legislatively Approved Level</u>	<u>2014 Committee Recommendation</u>	<u>Committee Change from 2013-15 Leg. Approved</u>	
			<u>Change</u>	<u>% Change</u>
<b><u>Department of Administrative Services</u></b>				
Authorized Positions	790	806	16	2.0%
Full-time Equivalent (FTE) positions	784.68	792.40	7.72	1.0%
<b><u>Oregon Liquor Control Commission</u></b>				
Authorized Positions	233	230	(3)	-1.3%
Full-time Equivalent (FTE) positions	227.63	225.13	(2.50)	-1.1%
<b><u>Department of Revenue</u></b>				
Authorized Positions	1,081	1,074	(7)	-0.6%
Full-time Equivalent (FTE) positions	1,024.49	1,016.66	(7.83)	-0.8%
<b><u>Construction Contractors Board</u></b>				
Authorized Positions	75	75	-	0.0%
Full-time Equivalent (FTE) positions	75.00	74.50	(0.50)	-0.7%
<b><u>Department of Consumer and Business Services</u></b>				
Authorized Positions	927	918	(9)	-1.0%
Full-time Equivalent (FTE) positions	919.97	911.97	(8.00)	-0.9%
<b><u>Oregon Health Licensing Agency</u></b>				
Authorized Positions	35	35	-	0.0%
Full-time Equivalent (FTE) positions	35.00	17.50	(17.50)	-50.0%
<b><u>Bureau of Labor and Industries</u></b>				
Authorized Positions	100	101	1	1.0%
Full-time Equivalent (FTE) positions	98.50	98.38	(0.12)	-0.1%
<b><u>Oregon Medical Board</u></b>				
Authorized Positions	40	39	(1)	-2.5%
Full-time Equivalent (FTE) positions	38.79	38.33	(0.46)	-1.2%
<b><u>Public Utility Commission</u></b>				
Authorized Positions	131	130	(1)	-0.8%
Full-time Equivalent (FTE) positions	128.25	127.25	(1.00)	-0.8%
<b><u>Real Estate Agency</u></b>				
Authorized Positions	30	29	(1)	-3.3%
Full-time Equivalent (FTE) positions	30.00	29.50	(0.50)	-1.7%

	2013-15 Legislatively Approved Level	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved Change	% Change
<b><u>Department of Community Colleges and Workforce Development</u></b>				
Authorized Positions	59	58	(1)	-1.7%
Full-time Equivalent (FTE) positions	58.70	57.70	(1.00)	-1.7%
<b><u>Department of Education</u></b>				
Authorized Positions	509	519	10	2.0%
Full-time Equivalent (FTE) positions	480.03	485.39	5.36	1.1%
<b><u>Employment Department</u></b>				
Authorized Positions	1,345	1,347	2	0.1%
Full-time Equivalent (FTE) positions	1,287.03	1,286.63	(0.40)	0.0%
<b><u>Housing and Community Services Department</u></b>				
Authorized Positions	169	169	-	0.0%
Full-time Equivalent (FTE) positions	77.59	150.33	72.74	93.7%
<b><u>Department of Veterans' Affairs</u></b>				
Authorized Positions	82	83	1	1.2%
Full-time Equivalent (FTE) positions	81.20	82.13	0.93	1.1%
<b><u>Commission for the Blind</u></b>				
Authorized Positions	51	51	-	0.0%
Full-time Equivalent (FTE) positions	47.73	46.98	(0.75)	-1.6%
<b><u>Oregon Health Authority</u></b>				
Authorized Positions	4,482	4,521	39	0.9%
Full-time Equivalent (FTE) positions	4,119.23	4,139.97	20.74	0.5%
<b><u>Department of Human Services</u></b>				
Authorized Positions	7,630	7,631	1	0.0%
Full-time Equivalent (FTE) positions	7,480.61	7,477.12	(3.49)	0.0%
<b><u>Long Term Care Ombudsman</u></b>				
Authorized Positions	19	24	5	26.3%
Full-time Equivalent (FTE) positions	14.56	16.81	2.25	15.5%
<b><u>Department of Agriculture</u></b>				
Authorized Positions	477	480	3	0.6%
Full-time Equivalent (FTE) positions	351.17	352.92	1.75	0.5%

	2013-15 Legislatively Approved Level	2014 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
			Change	% Change
<b><u>Department of Energy</u></b>				
Authorized Positions	115	114	(1)	-0.9%
Full-time Equivalent (FTE) positions	114.02	112.81	(1.21)	-1.1%
<b><u>Department of Environmental Quality</u></b>				
Authorized Positions	719	720	1	0.1%
Full-time Equivalent (FTE) positions	706.33	704.87	(1.46)	-0.2%
<b><u>Department of Fish and Wildlife</u></b>				
Authorized Positions	1,523	1,520	(3)	-0.2%
Full-time Equivalent (FTE) positions	1,262.41	1,258.99	(3.42)	-0.3%
<b><u>Department of Land Conservation and Development</u></b>				
Authorized Positions	61	60	(1)	-1.6%
Full-time Equivalent (FTE) positions	58.06	57.31	(0.75)	-1.3%
<b><u>Water Resources Department</u></b>				
Authorized Positions	157	157	-	0.0%
Full-time Equivalent (FTE) positions	154.80	154.55	(0.25)	-0.2%
<b><u>Department of Corrections</u></b>				
Authorized Positions	4,490	4,488	(2)	0.0%
Full-time Equivalent (FTE) positions	4,443.68	4,441.68	(2.00)	0.0%
<b><u>Department of Justice</u></b>				
Authorized Positions	1,282	1,285	3	0.2%
Full-time Equivalent (FTE) positions	1,265.25	1,266.83	1.58	0.1%
<b><u>Oregon Military Department</u></b>				
Authorized Positions	523	522	(1)	-0.2%
Full-time Equivalent (FTE) positions	478.01	477.51	(0.50)	-0.1%
<b><u>Department of State Police</u></b>				
Authorized Positions	1,260	1,259	(1)	-0.1%
Full-time Equivalent (FTE) positions	1,247.13	1,245.63	(1.50)	-0.1%
<b><u>Oregon Youth Authority</u></b>				
Authorized Positions	1,030	1,025	(5)	-0.5%
Full-time Equivalent (FTE) positions	992.58	989.79	(2.79)	-0.3%

## Summary of Revenue Changes

The General Fund appropriations made in the bill are within resources available as projected in the February 2014 economic and revenue forecast by the Department of Administrative Services Office of Economic Analysis, supplemented by one-time savings identified in several agencies, as well as a transfer from Secretary of State's Corporate Division as authorized in House Bill 4157.

## Summary of Capital Construction Subcommittee Action

House Bill 5201 is the omnibus budget reconciliation bill for the 2014 legislative session, implementing the statewide rebalance plan that addresses changes in projected revenues and expenditures since the close of the 2013 session. The Subcommittee approved House Bill 5201 with amendments to reflect budget adjustments as described below.

### Statewide Adjustments

#### **EMPLOYEE COMPENSATION DISTRIBUTION**

The Subcommittee approved allocating \$86.5 million General Fund to state agencies for employee compensation. This amount is 100% of the General Fund special purpose appropriation to the Emergency Board, made by House Bill 5008 (2013) for employee compensation. Also approved were associated expenditure limitation increases of \$2.6 million Lottery Funds, \$84.7 million Other Funds, and \$44.2 million Federal Funds. The General Fund component is expected to cover about 90% of the statewide estimate of costs for compensation and benefit changes agreed to through collective bargaining or other salary agreements. Lottery Funds, Other Funds, and Federal Funds expenditure limitations are calculated at the full cost estimate level.

Section 105 of the budget bill reflects the employee compensation amounts approved for each agency; adjustments for agencies are not addressed in the agency narratives, although they are included in the table at the beginning of the budget report.

#### **2% HOLDBACK**

House Bill 5008 (2013) included a 2% supplemental ending balance holdback that was primarily applied to General Fund, and excluded debt service as well as selected programs. Agencies' 2013-15 legislatively adopted budgets were reduced by these amounts. With the current statewide economic conditions and revenue forecast, these budget reductions are being partially restored. Generally, 25% of the holdback is being restored to each affected agency, although there are a number of exceptions. Restorations include a total of \$68.3 million General Fund and \$0.3 million Lottery Funds. Section 104 of the budget bill reflects the restoration amounts for each agency. More detail is available in the narrative for each affected agency; agencies without General Fund or Lottery Funds in their budgets were not affected.

#### **PACKAGE 091**

Package 091 Statewide Administrative Savings is another 2013-15 adjustment affecting most agency budgets and captured in agency budget bills. The 2013 Legislature approved this package of \$62.0 million total funds in permanent reductions as a placeholder for administrative efficiencies.

The placeholder, which carried forward from the Governor's budget, was simply a pro rata calculation across personal services and services and supplies expenditures in administrative budget structures. The Department of Administrative Services (DAS) committed to work out reduction details with agencies and report to the Joint Committee on Ways and Means during the 2014 session. The areas targeted for reduction were finance, information technology, human resources, accounting, payroll, and procurement expenditures.

The legislative expectation was that DAS would present a statewide plan identifying specific efficiencies and realigning placeholder reductions, if needed. However, DAS did not come forward with a plan, but instead reported that efforts to realize the savings in Package 091 met with unexpected challenges. These include actual savings taking longer than one biennium to materialize and some ideas requiring up front investments that would offset any near term savings. Since DAS failed to deliver a plan, the Legislative Fiscal Office worked with state agencies and their DAS budget analysts to replace placeholders with specific reduction actions. For some agencies, the updated Package 091 will deviate from placeholder expenditure categories or appropriations; these changes are described in the individual agency narratives. Agency narratives, where applicable, will also identify position count and full-time equivalent (FTE) decreases.

### **Emergency Board**

The Emergency Board allocates General Fund and provides Lottery Funds, Other Funds, and Federal Funds expenditure limitation to state agencies for unanticipated needs in approved agency budgets when the Legislature is not in session. As part of the 2013-15 biennium statewide rebalance plan, House Bill 5201 adjusts the Emergency Board's special purpose appropriations as described below:

- Eliminates a special purpose appropriation for state agencies of \$86.5 million, with corresponding General Fund appropriations to various state agencies for state employee compensation changes.
- Eliminates a special purpose appropriation for state agencies of \$12.9 million, with corresponding General Fund appropriations to the Department of Human Services (\$11,038,678) and the Oregon Health Authority (\$1,861,322) for compensation changes for home health care workers who are not state employees.
- Eliminates a special purpose appropriation for the Oregon Department of Education (ODE) of \$4.6 million, with a General Fund appropriation of \$4.4 million to ODE for assessments including those assessments required under the federal Elementary and Secondary Act and linked to Common Core Standards.
- Eliminates a special purpose appropriation for the Oregon Department of Education (ODE) of \$1,789,557, with a corresponding General Fund appropriation to the ODE for program funding for the second year of the biennium for youth development grants, performance-based contracts, and services at the local level.
- Eliminates multiple special purpose appropriations for the Housing and Community Services Department totaling \$9,215,066, with a General Fund appropriation of \$8,540,066 to the Housing and Community Services Department for second year operations, and an appropriation of \$225,000 to the agency for one-time supplemental funding to the Oregon Hunger Response Fund for fiscal year 2014.
- Eliminates a special purpose appropriation for the Oregon Health Authority of \$3.3 million, with a General Fund appropriation of \$2,942,895 to the Oregon Health Authority for adult residential rate increases within the alcohol and drug system.



- Eliminates a special purpose appropriation for the Oregon Health Authority of \$100,000, with a corresponding General Fund appropriation to the Oregon Health Authority for staffing needs related to the Dental Pilot Projects.
- Reduces the special purpose appropriation of \$26 million for seniors made by House Bill 5101 (2013 Special Session) to appropriate \$13,295,373 General Fund to programs benefitting seniors in multiple agencies, but primarily in the Department of Human Services.
- Establishes a \$24 million special purpose appropriation for the Oregon Health Authority or the Department of Human Services for caseload costs or other budget challenges that the agencies are unable to mitigate.
- Establishes a \$3.5 million special purpose appropriation to be allocated for future costs associated with higher education governance changes; including costs incurred by the Higher Education Coordinating Commission as duties and responsibilities are transferred from the Chancellor's Office to the Commission and for impacts on the budgets of the four technical and regional universities.
- Establishes a \$1.3 million special purpose appropriation to be allocated to the Judicial Department for Operations support. The Department may request funds to finance one-time operations investments and service increases.
- Establishes a \$700,000 special purpose appropriation to be allocated to the Judicial Department for third-party debt collection costs.

If remaining special purpose appropriations are not allocated by the Emergency Board before December 1, 2014, any remaining funds become available to the Emergency Board for general purposes.

The Subcommittee established a reservation within the general purpose Emergency Fund of \$350,000 for the Board of Parole and Post-Prison Supervision (BPPPS) for replacement of the Parole Board Management Information System (PBMS). Allocation of the reservation is contingent upon the Board providing a project budget, project plan, and periodic status reports. BPPPS may request allocation of the reservation from the Emergency Board after the Legislative Fiscal Office approves the project budget and project plan.

A reservation was also established within the general purpose Emergency Fund of \$3.5 million for the Statewide Longitudinal Data System proposed by the Oregon Education Investment Board (OEIB), Oregon Department of Education (ODE), and the Higher Education Coordinating Commission (HECC). Prior to the release of this reservation, the agencies must meet the requirements of the budget note included in this bill for OEIB relating to completing a refined business case, development of a comprehensive set of foundational project management documents, and completion of an assessment of the foundational project management documents and a project risk assessment by an independent Quality Assurance contractor.

### Adjustments to Agency Budgets

#### ADMINISTRATION

##### Department of Administrative Services

The Subcommittee approved an \$8,644,690 Other Funds expenditure limitation increase for Enterprise Technology Services (ETS) to begin a \$40 million technology equipment lifecycle replacement plan. Due to continued use of equipment past its useful life, the state is now experiencing unacceptable levels of technology service outages that impact state government operations. DAS estimates there is now more than \$40 million

worth of equipment and infrastructure past the 5 year useful life. DAS will enter into lease-to-own agreements to finance the equipment replacement. Existing ETS rates are estimated to be sufficient to generate enough revenue to pay the \$8,644,690 Other Funds needed for leases-to-own agreements that will be entered into this biennium. Use of this additional revenue will likely preclude DAS from lowering ETS rates mid-biennium as was being contemplated by the ETS Customer Utility Board. Use of existing rate revenue will avoid costs associated with borrowing the money internally, as was initially recommended by the Department. The \$8,644,690 Other Funds increase for 2013-15 rolls-up to \$18,743,503 in 2015-17 for the second phase of the equipment replacement plan. DAS plans to incorporate a depreciation factor in future ETS rates, which will allow the state to accommodate lifecycle replacement costs on an ongoing basis. The Subcommittee also approved a \$5,121,497 Other Funds expenditure limitation increase and the establishment of 19 positions (10.22 FTE) for ETS to meet the increasing demand for technology services from state and local governments, including implementation of IT projects approved in 2013-15 adopted budgets.

The Subcommittee adopted the following budget note to ensure proper oversight of state information technology assets and projects:

**Budget Note:**

The Oregon Department of Administrative Services (DAS), working with the State CIO, shall produce a comprehensive inventory report of all current information technology (IT) assets as required under current law with a special emphasis on the planned replacement or modernization status of information systems in use by all executive branch agencies. This inventory report shall include, but not be limited to:

- Agency name, Information System (Application) name, Agency Program owner, and business purpose of the Information System
- Age, Date of last upgrade, and planned changes/enhancements/retirement for the Information System (Application) in the future

In addition, DAS and the State CIO shall produce a comprehensive report of all IT projects underway in the 2013-15 biennium or planned for the 2015-17 biennium. The IT project report shall include, but not be limited to:

- Agency name, project title/name, project description, estimated budget (for all biennia), estimated start and completion date.

Both the IT inventory and project reports shall include:

- A narrative explanation of the methods, assumptions and tools used and any challenges DAS or the State CIO faced in collecting IT asset and/or IT project information;
- A narrative description of any statutory, rule or policy changes or resource allocations DAS or the State CIO believes are necessary to support continued or better IT asset inventory and/or IT project reporting.

The State CIO shall include a narrative section focused on planned statewide information systems modernization as well as the IT inventory and project reports outlined above, in the appendix of the State Information Technology and Telecommunications Plan (changed to Enterprise Information Resources Management Strategy in HB 4135) the State CIO is required to develop and update each biennium under ORS 291.039.



The IT inventory and project reports and a status report on the completion of the State IT and Telecommunications plan (changed to Enterprise Information Resources Management Strategy in HB 4135) shall be presented to the Joint Committee on Legislative Audits, Information Management and Technology and the General Government Subcommittee of the Emergency Board or the interim Joint Committee on Ways and Means before the start of the 2015 session. The State IT and Telecommunications Plan (changed to Enterprise Information Resources Management Strategy in HB 4135) shall be presented to the General Government Subcommittee of the Joint Committee on Ways and Means and other appropriate committees during the 2015 session.

The Subcommittee approved a \$700,000 Other Funds expenditure limitation for the Chief Operating Office for two special projects that cross multiple agencies or require some independence. The first such project is a \$350,000 limitation increase to purchase a statewide license for the Agora software program to be used by multiple state agencies. Agora offers tools to link economic and community development projects with project funders. The second special project involves the expenditure of \$350,000 Other Funds to examine the Cover Oregon Website Project. At the request of the Governor, DAS contracted with First Data Government Solutions through the Enterprise Initiatives Master Price Agreement. First Data Government Solutions will complete a third party assessment of the Cover Oregon Website Project. Funding for the contract will be transferred from the Oregon Health Authority and Cover Oregon to pay the cost of this assessment and any applicable legal fees.

The Subcommittee approved a \$1,220,548 Other Funds expenditure limitation increase for Enterprise Asset Management (EAM) for the state motor pool. A \$1,047,548 Other Funds increase is for the purchase of 47 new vehicles and for fuel and maintenance of these vehicles. The Subcommittee also increased the Other Funds expenditure limitation for EAM by \$173,000 to accommodate the transfer of an auto mechanic position from the Oregon Department of Transportation to the state motor pool to consolidate light fleet maintenance in the Salem area.

House Bill 5201 includes one-time General Fund appropriations to the Department of Administrative Services for the following purposes:

- \$345,000 for disbursement to the SW Oregon Assessment and Taxation Coalition involving the assessors of Coos, Curry, Douglas, Jackson, Josephine, Klamath, and Lane counties for a pilot project to form partnerships for the delivery of taxation and assessment services, to seek ways to deliver these services more efficiently.
- \$200,000 for disbursement to Oregon Health and Science University Office of Rural Health for the Primary Health Care Loan Forgiveness Program.
- \$100,000 for disbursement to the City of Forest Grove for initial planning costs associated with construction of a community center facility. The building could potentially house city hall, city offices, and a police station.
- \$80,000 for disbursement to Sustainable Northwest for completion of a Western Juniper utilization and marketing project.
- \$20,000 for disbursement to the Medford Senior Center for their Senior Nutrition Program.

The Subcommittee added \$9,033,609 Other Funds expenditure limitation for one-time cost of issuance and special payments associated with the disbursement of proceeds from Lottery Bond sales; projects are detailed below and approved in Senate Bill 5703. There is no debt service allocated in the 2013-15 biennium, as the bonds will not be sold until the spring of 2015. Debt service for 2015-17 is estimated at a total of \$1,640,046 Lottery Funds: \$588,086 for the Port of Morrow Community Revitalization Revolving Loan Fund; \$270,707 for the Stayton

Stormwater project; \$176,765 for the Beaverton Community Health Collaborative project; \$176,765 for the Mid-Columbia Medical Center; and \$427,723 for the Cornelius Library matching fund project.

- \$2,958,304 Other Funds for disbursement to the Port of Morrow for a Community Revitalization Revolving Loan Fund that would be available to Malheur, Harney, Grant, Baker, Union, Wallowa, Umatilla, Morrow, Gilliam, Sherman, and Wheeler counties for energy conservation, renewable energy, and general business development projects.
- \$2,451,194 Other Funds for disbursement to the City of Cornelius for a new public library with the stipulation that the City of Cornelius secures matching funds and commitments of no less than \$10.4 million by the end of the 2013-15 biennium, prior to the distribution of the lottery revenue bond proceeds for the project.
- \$1,544,053 Other Funds for disbursement to the City of Stayton to purchase property and develop a storm water detention facility in Stayton. The facility is expected to improve water quality for downstream agricultural users and manage peak storm flows into the Salem Ditch and Mill Creek.
- \$1,040,029 Other Funds for disbursement to the Mid-Columbia Medical Center to support capital construction projects to expand or improve the medical center.
- \$1,040,029 Other Funds for disbursement to the Beaverton Community Health Collaborative for the construction of a multi-service health and wellness facility.

The Subcommittee accepted technical adjustments to the revenue reductions assumed in the Department 2013-15 legislatively adopted budget by increasing the assumed Other Funds revenue by \$1.5 million for the Chief Operating Office, \$1.8 million for Enterprise Human Resource Services, and \$437,180 for the Chief Information Office. In addition, the Subcommittee approved another technical adjustment to move a limited duration position to Enterprise Technology Services from the Chief Information Office where it was added by error in the legislatively adopted budget.

The Subcommittee approved and updated Package 091 Statewide Administrative Savings, eliminating 2 Custodian positions (2.00 FTE) and one Production Supervisor position (1.00 FTE). Because some of the administrative reductions were not achievable, particularly the \$5,771,223 Other Funds in Enterprise Technology Services (ETS), Other Funds reductions were taken in the Chief Information Office (\$3,515,338) to eliminate empty Other Funds expenditure limitation and Enterprise Asset Management (\$130,906) to eliminate the two custodian positions. These reductions allowed restorations of \$3,183,353 Other Funds in ETS and \$462,891 Other Funds in Enterprise Human Resource Services. The Subcommittee also approved the standard 25% restoration rate for the supplemental ending balance reductions, which resulted in the restoration of \$13,953 General Fund.

#### **Oregon Advocacy Commissions Office**

The Subcommittee approved a restoration of \$8,301 General Fund for the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. The restoration fully restores the original holdback reduction.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. A portion of the agency's reduction to personal services was moved to services and supplies.

### **Employment Relations Board**

The Subcommittee increased the agency's General Fund appropriation by \$116,236 and Other Funds expenditure limitation by \$148,020 to fund employee pay differentials, unemployment benefits, payment of accrued employee vacation time, a temporary double-fill of an administrative law judge position, and mediator travel expenses. The source of Other Funds is from the agency's state agency assessment ending balance (\$87,998) and fee revenue balance (\$60,022). Projected fee revenue is higher than anticipated in the agency's legislatively adopted budget for 2013-15. With the exception of the employee pay differentials and mediator travel expense, the remaining items are considered one-time increases and are not to carry forward into the 2015-17 biennium.

With this General Fund appropriation, the agency did not require a restoration of its 2% ending balance holdback.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. A portion of the agency's reduction to personal services was moved to services and supplies. The reduction to services and supplies now totals \$7,162 and will come from savings achieved by a renegotiated facilities rental agreement.

An adjustment was made related to the agency's compensation plan that moved \$11,645 of Other Funds expenditure limitation from the Employment Relations Board Administrative Account (i.e., state agency assessments) to expenditures supported by fee revenue.

### **Government Ethics Commission**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. A portion of the agency's reduction to personal services was moved to services and supplies.

### **Office of the Governor**

The Subcommittee approved a restoration of \$51,520 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

The Subcommittee appropriated \$1,080,000 General Fund for the Public Infrastructure Commission and the West Coast Infrastructure Exchange. The governor's Office may transfer some, or all, of the funds to the State Treasurer for the implementation of House Bill 4111.

### **Oregon State Library**

Of the agency's original \$32,951 supplemental ending balance holdback reduction, the agency has achieved savings of \$14,335 General Fund by reducing Fiscal Year 2014 Ready-to-Read grants. The remainder of the holdback, \$18,616, was restored by the Subcommittee to be used for Fiscal Year 2015 Ready-to-Read grants. The restoration represents 57 % of the initial holdback.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. The agency's personal services budget was reduced by \$5,956 General Fund and \$20,209 Other Funds by reducing pay differentials. The remaining personal services reduction was moved to services and supplies.

The Subcommittee adopted the following budget note related to the reorganization of the State Library.



**Budget Note:**

The Co-Chairs of the Joint Committee on Ways and Means will establish a workgroup to build upon previous State Library reorganization efforts, including the 2012 Joint Committee on Ways and Means report on the consolidation and improvement of library and archives services as well as subsequent proposals this biennium. The purpose of the workgroup is to modernize the delivery of state library services by improving access to public information, eliminating duplicative services and costs, increasing utilization of digital resources, and increasing collaborative partnerships across entities.

The workgroup shall recommend draft legislation for introduction in the 2015 legislative session for the reorganization of state library services, which should, where possible, incorporate national best practices pertaining to library reorganizations.

The workgroup will include Legislative members, and other members chosen to represent the interests of state library service users and employees.

It is the Co-Chairs' expectation that the workgroup will be staffed by the Legislative Fiscal Office with assistance from the State Librarian, State Archivist, State Law Librarian, Department of Administrative Services – Project Management Office, the Department of Administrative Services – Chief Financial Office, and Legislative Committee Services. Staff of the Oregon Historical Society is also invited to participate as staff to the workgroup.

**Oregon Liquor Control Commission**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a total of three positions (2.50 FTE), and making shifts between personal services and services and supplies in various agency programs. As approved, Package 091 now consists of the following elements:

- Personal services reductions totaling \$50,048 and 0.5 FTE (seasonal liquor distribution worker), services and supplies reductions totaling \$137,000, and capital outlay reductions of \$409 in the Distilled Spirits program;
- Personal services reductions of \$239,002 and abolishment of one management position (1.00 FTE) in the Public Safety program; and
- Personal services reductions totaling \$121,390 and 1.00 FTE (Office Specialist 2 position), services and supplies reductions totaling \$85,000 and capital outlay reductions totaling \$1,980 in the Support Services program.

**Public Employees Retirement System**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. The agency was able to reduce its personal services by only \$45,651 due a reduction in temporary employees and overtime. The remaining personal services reduction of \$1,041,400 was moved to services and supplies. The reduction to services and supplies now totals \$1,393,957 and will come from savings to employee training, office expense, data processing, and professional services. The capital outlay reduction of \$29,380 reduced the budget for data processing hardware.

The Subcommittee increased the Other Funds expenditure limitation for the Operations program by \$1,022,945 for the implementation of Senate Bill 861, which was passed by the Legislature during the 2013 special session. This includes four limited duration Retirement Counselor 1 positions (3.33 FTE). Personal services total \$392,428 and services and supplies total \$630,517.

The four limited duration positions were established administratively on November 1, 2013; therefore, the agency does not require position or FTE authority, but does require the associated expenditure limitation. The revenue to fund these expenses is from a transfer from the Oregon Public Employees Retirement Fund from current year earnings. The Other Funds expenditure limitation was approved only as a one-time increase and does not carry forward into the 2015-17 biennium.

Other Funds expenditure limitation was increased for the Operations program by \$718,750 in services and supplies for phase two of a three phase project to move the administration of the Individual Account Program from a third-party administrator to the agency. The Other Funds expenditure limitation was approved only as a one-time increase and is not carried forward into the 2015-17 biennium.

The Subcommittee requests that the Department of Administrative Services unschedule the entire amount of the Individual Account Program expenditure limitation, pending a Department of Administrative Services – Chief Information Office review and recommendation to approve the project being submitted to the Legislative Fiscal Office for its review and recommended approval.

#### **Department of Revenue**

The agency did not require a restoration of its 2% ending balance holdback that totaled \$3.3 million General Fund, due to vacancy savings. The vacancy savings occurred in programs that did not require a rebalance of the agency's budget.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating eight permanent full-time positions and reducing one permanent full-time position to part-time (8.50 FTE). The alternative plan minimizes the impact to the agency's Information Technology Division so as to support its transition of legacy information technology systems to a new information system entitled the Core System Replacement project.

The positions eliminated include: Accountant 1 position (1.00 FTE); Office Specialist 1 positions (1.00 FTE); Office Assistant 2 position (1.00 FTE); Information System Specialist 4 position (1.00 FTE) and a Fiscal Analyst 2 position is reduced from permanent full time to permanent part-time (0.50 FTE) in the Administrative Services Division. Two Administrative Specialist 1 positions (2.00 FTE) are eliminated from the Personal Tax and Compliance Division. An Information System Specialist 3 position (1.00 FTE) and an Information System Specialist 5 position (1.00 FTE) are eliminated from the Property Tax Division. In addition, \$71,904 of Other Funds for services and supplies is eliminated in the Property Tax Division in order to achieve the reduction target.

The Subcommittee disappropriated \$2.1 million in one-time General Fund savings, which are in addition to the General Fund savings the agency set aside to compensate for its 2% ending balance holdback. The additional vacancy savings include: Administration (\$990,828), Property Tax (\$139,386), Personal and Compliance (\$716,614), and Business Divisions (\$253,172).

The Subcommittee also disappropriated \$500,000 General Fund in one-time services and supplies savings from the Core System Replacement project due to lower than expected Department of Administrative Services – State Data Center charges.

A reduction of \$352,716 in Other Funds personal services expenditure limitation was made to the Administration Division to adjust for an unneeded compensation plan increase. Two million dollars of Other Funds expenditure limitation in the Property Tax Division was reduced for

limitation that does not have a revenue source. The Property Tax Division has historically had Other Funds in its services and supplies expenditure limitation in excess of its actual need. Therefore, this is a permanent reduction.

The primary vendor contract for the Core Systems Replacement project was originally estimated to cost \$29 million; however, the agency was able to negotiate a \$27 million contract. The savings for the current biennium totals \$2.3 million Other Funds, with \$300,000 of the savings being needed in a future biennium.

HB 5008 (2013) requested that the Department of Administrative Services unschedule \$12,994,327 of Other Funds expenditure limitation for the project that is related to the May 2014 Article XI-Q bond sale. The Subcommittee approved rescheduling \$10,694,327 due to the \$2.3 million in contract savings this biennium. The remaining \$2.3 million is to remain unscheduled.

The Subcommittee provided the following instruction:

The Department of Administrative Services is requested to reschedule \$10,694,327 Other Funds expenditure limitation for the Core System Replacement project, pending the May 2014 Article XI-Q bond sale.

Additionally, the Department of Revenue is directed to report to the Joint Interim Committee on Ways and Means during Legislative Days in May and September 2014 on the status of the project.

The Subcommittee added one permanent full-time Principle Executive Manager E position (0.67 FTE) for the Core System Replacement project to function as a business team/business process subject matter expert lead for the project. The requested position would be funded with previously authorized Article XI-Q bond proceeds. The agency has sufficient Other Funds expenditure limitation for this position due to initial vacancy savings within the program.

The Subcommittee approved the agency's request to make the following technical adjustments to align the agency's budget with its current operations and the organizational structure. These changes balance overall and result in no increase or decrease to the agency's budget. They include: (a) \$1,892,699 and nine positions (9.00 FTE) to move the Research Section from the Business Division to the Agency Program Management Office Division; (b) \$322,254 and one position (1.00 FTE) to move a Principle Executive Manager G and associated services and supplies from the Administrative Services Division to the Agency Program Management Office Division; (c) \$1,109,718 and seven positions (7.00 FTE) to move the Special Services Section from the Administrative Services Division and the Property Tax Division to the Executive Division; (d) \$219,538 and one position (1.00 FTE) to move a Principle Executive Manager E position from the Administrative Services Division to the Personal Tax and Compliance Division; (e) \$112,092 to move one position (1.00 FTE), an Administrative Specialist position, from the Personal Tax and Compliance Division to the Business Division; (f) \$161,411 to move one Information System Specialist 5 position (1.00 FTE) from the Property Tax Division to the Administrative Services Division; (g) \$4,945,157 to move all operating program's Attorney General into the Administrative Services Division; and (h) \$880,556 to move all the operating program's Information Technology Expendable Property into the Administrative Services Division.

#### **Secretary of State**

The Subcommittee increased the General Fund appropriation by \$43,796 to restore 25% of the agency's 2% supplemental General Fund ending balance holdback. The entire amount of the restoration was directed to administrative services.

The Subcommittee also reduced the Federal Funds expenditure limitation by \$2,700,000, to more closely align the limitation with the Secretary's revised plan of expenditure of federal Help America Vote Act (HAVA) moneys. The Secretary reported that HAVA monies, initially budgeted for county election tabulation systems upgrades, are being redirected to finance upgrades to the Oregon Centralized Voter Registration system instead. This redirection reduces current biennium Federal Funds expenditures and will allow HAVA monies to fully support program costs, without need for additional General Fund support, through the remainder of the 2013-15 biennium and through the 2015-17 biennium as well.

#### **Treasurer of State**

The Subcommittee increased the Other Funds expenditure limitation for services and supplies for the agency by \$1,080,000 for the Public Infrastructure Commission and the West Coast Infrastructure Exchange. The revenue source is a transfer from the Governor's Office, which was appropriated General Fund for House Bill 4111 (2014), to satisfy the requirement under section 4(1) of the measure.

The Subcommittee adopted the following budget note:

#### **Budget Note:**

The State Treasurer is directed to spend a minimum of \$100,000 on section 2(2) of House Bill 4111 from funding the agency received in House Bill 5201 for the Public Infrastructure Commission and the West Coast Infrastructure Exchange.

### **CONSUMER AND BUSINESS SERVICES**

#### **Board of Accountancy**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

#### **Board of Chiropractic Examiners**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

#### **Construction Contractors Board**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating 0.50 FTE and moving a portion of the reduction from personal services to capital outlay.

#### **Department of Consumer and Business Services**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating 9 positions and 8.00 FTE, and shifting \$15,493 from services and supplies to personal services.

A one-time increase of \$4,625,091 Federal Funds expenditure limitation was also approved for the Health Insurance Rate Review Grant Cycle II and III, to support state efforts to enhance the health insurance premium rate review process and increase the transparency of the review process.



### **Board of Dentistry**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

### **Oregon Health Licensing Agency**

No changes were made from the original placeholder budget categories to implement Package 091 Statewide Administrative Savings. However, the agency's budget is moved to the Oregon Health Authority beginning July 1, 2014, as directed by House Bill 2074 (2013). The associated budget change is a reduction of \$3,760,280 Other Funds expenditure limitation and 17.50 FTE, which represents approximately one year of the biennial budget for the Oregon Health Licensing Agency. A corresponding increase is made in the Oregon Health Authority budget.

### **Health Related Licensing Boards**

An updated Package 091 Statewide Administrative Savings was approved for each of the six licensing boards: Mortuary and Cemetery, Naturopathic Medicine, Occupational Therapy, Medical Imaging, Speech-Language Pathology and Audiology, and Veterinary Medical. The boards are shifting reductions from personal services to services and supplies to meet the savings targets.

### **Bureau of Labor and Industries**

To restore a portion of the agency's 2% supplemental ending balance holdback, the Subcommittee added \$67,522 General Fund. This amount represents 29% of the total holdback; to cover the remaining gap BOLI will continue to hold the Apprenticeship Representative position in its Portland office vacant for the rest of the biennium.

An updated Package 091 Statewide Administrative Savings was approved, eliminating a total of 0.75 FTE across 2 positions in accounting and office administration. A portion of the agency's reduction was also moved from personal services to services and supplies.

The Subcommittee approved an increase of \$450,000 Other Funds expenditure limitation and the establishment of a limited duration full-time Office Specialist 2 position (0.63 FTE) to enhance the Support Services Program. The program is part of an interagency agreement with the Oregon Department of Transportation, which provides the funding, to help increase diversity in the highway construction workforce. The Bureau of Labor and Industries (BOLI) will utilize the additional funds to increase support to existing pre-apprenticeship preparation programs and establish new preparation programs in rural areas. The limited duration position will provide administrative support for the program, allowing the program coordinator to focus on development and implementation of the preparation programs.

To provide education and outreach on fair housing laws and to investigate fair housing cases, the Subcommittee approved a one-time increase of \$146,584 Federal Funds expenditure limitation. In partnership with the U.S. Department of Housing and Urban Development (HUD), BOLI will use the funds to complete dated fair housing cases that have been dual-filed with BOLI and HUD, and to work with the Fair Housing Council of Oregon to provide education and outreach. Additionally, BOLI's Technical Assistance Program will provide training sessions throughout the state on changes to fair housing laws.

The Subcommittee approved the following budget note related to workforce needs of employees of Qualified Rehabilitation Facilities:

**Budget Note:**

The Bureau of Labor and Industries, in consultation with the Department of Administrative Services, will convene a stakeholder workgroup to include not more than four Qualified Rehabilitation Facilities (QRFs) or a representative representing a majority of the QRFs in the state; labor unions representing QRFs; at least one organization representing the disability rights community; and any other interest with employee or business interests related to QRFs that voluntarily participate, during the 2014 interim. The workgroup will meet at least four times to develop concepts to address the workforce support needs of employees with disabilities employed by QRFs. These concepts may be presented to the 2015 Legislative Assembly for possible introduction as a bill.

**Oregon Medical Board**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating one position and 0.46 FTE in administration and the remaining reductions taken in services and supplies.

**Board of Nursing**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

**Board of Pharmacy**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, reallocating among expenditure accounts to affect permanent administrative cost reductions. Other Funds personal services reductions of \$3,693 and services and supplies reductions of \$1,503 are reallocated entirely to agency services and supplies.

**Public Utility Commission**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a mailroom assistant position (1.00 FTE). A portion of the reduction originally applied to services and supplies was shifted to personal services.

**Real Estate Agency**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating one position and 0.50 FTE.

**Board of Licensed Social Workers**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

**Board of Tax Practitioners**

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.

## ECONOMIC AND COMMUNITY DEVELOPMENT

### Oregon Business Development Department

The Subcommittee increased the General Fund appropriation by \$89,679 to fully restore the Arts Commission's 2% supplemental General Fund ending balance holdback. Lottery Funds expenditure limitations were increased by a total of \$250,000 to partially restore the 2% supplemental Lottery Funds ending balance holdbacks to the Shared Services and Business, Innovation, and Trade Divisions. No additional Lottery Funds are allocated from the Administrative Services Economic Development Fund for this partial restoration of the holdback amounts, or for Lottery Funds expenditure limitation increases provided for compensation cost increases; the agency will finance these expenditures out of sufficient cash balances of Lottery Funds in the division budgets.

The Subcommittee established a \$1,150,000 Lottery Funds expenditure limitation for the Business, Innovation and Trade Division for support of the Oregon Manufacturing Extension Partnership and for port property redevelopment. The expenditure limitation is established on a one-time basis and will be phased out in the development of the agency's 2015-17 biennium current service level. The expenditure limitation was established to provide a special payment of an additional \$750,000 to support the Oregon Manufacturing Extension Partnership, and a special payment of \$400,000 to the Port of Port Orford for redevelopment of the Cannery Building owned by the Port.

The Subcommittee increased the Regional Solutions Other Funds expenditure limitation in the Infrastructure Finance Authority program area by \$9,349,999, and increased the general Infrastructure Finance Authority Other Funds expenditure limitation by \$240,594, to authorize distribution of lottery revenue bond proceeds to support Regional Solutions projects, and to pay bond-related costs, respectively. These Other Funds expenditure limitation increases are approved on a one-time basis only, and will be phased out in the development of the agency's 2015-17 biennium current service level.

The 2013-15 biennium budget includes authorization of up to \$10 million of lottery revenue bond proceeds for Regional Solutions projects. In the 2013 session, the Legislature established a \$1 Other Funds limitation on Regional Solutions project expenditures, pending submission of specific projects for review. A total of \$9,350,000 of Regional Solutions project expenditures were approved. The approved project names and associated funding levels are listed below:

- North Central Region – North Central Oregon Attainable Housing Revolving Loan Fund (\$2 million)
- South Central Region – Removing Stringent Air Quality Permitting Requirements (\$1.5 million)
- South Central Region – Innovation and Learning Center (\$500,000)
- Mid-Valley Region – White's Rail Siding (\$300,000)
- Mid-Valley Region – Carlton Water Infrastructure (\$500,000)
- Mid-Valley Region – Job Growers Workforce Investment Board (\$550,000)
- North Coast Region – Rainier Rail Corridor (\$2 million)
- South Coast Region – Portable Dredge Purchase (\$2 million).

The Subcommittee also approved a change in the use of \$12 million of Other Funds lottery revenue bond proceeds previously authorized in the 2013 session for transfer to the Special Public Works Fund. Of this amount, \$3 million of proceeds are redirected to the Marine Navigation Improvement Fund for coastal port dredging; with the remaining \$9 million of proceeds to be transferred to the Special Public Works Fund.

Finally, the Subcommittee approved the implementation of the agency's Package 091 reductions. The implementation includes permanent fund shifts in the financing of two agency positions in the Shared Services/Central Pool program area. The two positions, formerly Lottery Fund-financed, will now have 22% of their personal services costs funded by Other Funds generated by agency programs. This action supports a \$100,000 fund shift from Lottery Funds to Other Funds approved with Package 091 in the agency budget.

#### **Employment Department**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating two positions in the Unemployment Insurance division (a Public Affairs Specialist at .75 FTE and an Information Support Specialist at 1.00 FTE), eliminating three positions in the Business and Employment Services division (an Executive Support Specialist, a Safety Specialist and an Office Specialist, 3.00 FTE), and eliminating one position in the Research division (an Economist, 1.00 FTE). A portion of the reduction was shifted from personal services to services and supplies.

House Bill 5201 includes an increase of eight positions (5.35 FTE) and additional expenditure limitation in the amount of \$3,947,126 Other Funds and \$4,757,762 Federal Funds for grant awards, supplemental federal funding for unemployment insurance programs, Office of Administrative Hearings caseload, and information technology needs.

#### **Housing and Community Services Department**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, reducing number of months on three positions (two Information Systems Specialists with a reduction of 0.50 FTE each, and a Procurement and Contract Specialist reduced by 0.62 FTE). Over all, personal services were reduced by \$227,189 Other Funds and \$99,918 Federal Funds; services and supplies were reduced by a total of \$113,376 Other Funds and \$14,195 Federal Funds; and capital outlay was reduced by \$1,825 Other Funds. All reductions are allocated to the Business Operations unit of the agency's Central Services program.

The Subcommittee approved a restoration of \$42,326 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback. The funding is restored to the agency's General Fund programs as follows:

- Foreclosure Counseling (SB 1552): \$10,231
- Emergency Housing Assistance: \$11,625
- State Homeless Assistance Program: \$6,604
- Low Income Rental Assistance: \$1,122
- Oregon Hunger Response Fund: \$6,628
- Court Appointed Special Advocates: \$5,755
- Housing Choice Landlord Guarantee Program: \$361



The Transportation and Economic Development Subcommittee recommended operational funding for the 2014 state fiscal year for the Housing and Community Services Department after receiving a report on the results of the agency's review of services and delivery options. The goals of the review included identifying and eliminating duplication and fragmentation in service delivery, as well as efficiencies that could help to address an anticipated operating deficit of \$8 million in 2015-17. Report recommendations include simplifying program rules and reporting requirements; implementing shared services arrangements for some administrative functions; redesigning policy and governance structure to provide clear guidance and priorities; moving local service delivery partners toward performance based contracting over time; and moving food and volunteer programs to other areas of state government. The Subcommittee discussed the importance and expectation of a more detailed implementation plan for the report recommendations. Subcommittee members also conveyed the expectation that legislative policy committees should be the venue in which changes to agency advisory bodies are discussed and determined, and that such policy discussions not be circumvented by the Executive or budget process.

Given that the majority of recommendations require additional work to develop specific implementation plans, the Subcommittee recommendation for 2014 funding is predicated on continuing programs for the remainder of the biennium within the existing agency structure. The agency will begin the process of administrative rule review immediately, to begin identifying changes that will simplify grant administration and remove unnecessary reporting and monitoring requirements. Recommendations with budget and staffing implications will be proposed for implementation in conjunction with the 2015-17 budget process, along with changes to Key Performance Measures.

House Bill 5201 repeals three special purpose appropriations related to HCSD, and instead appropriates a total of \$8,765,066 million in General Fund to the agency; \$8.5 million of this is for fiscal year 2014 operations and \$225,000 is for a one-time increase in support for the Oregon Hunger Response Fund. Fiscal year 2014 agency operations costs amount to \$60,528,131 Other Funds, \$39,500,000 Federal Funds, \$122,795,359 Other Funds Non-Limited, \$54,000,000 Federal Funds Non-Limited, and 74.36 FTE. The above amounts include employee compensation distribution amounts, and are consistent with the 2014 operating expenditure limitation recommended by the Subcommittee on Transportation and Economic Development.

Additional one-time General Fund in the amount of \$1.5 million for the Emergency Housing Account and \$500,000 for the State Homeless Assistance Program was also approved (along with a corresponding increase of \$1.5 million in Other Funds expenditure limitation for the Emergency Housing Account). As these programs are ongoing, the Housing and Community Services Department is not anticipated to incur or capture additional administrative expenses from this supplemental funding. Other Funds expenditure limitation of \$2,555,025 is added to provide additional one-time support for affordable housing preservation, funded by lottery bonds authorized in Senate Bill 5703; \$55,025 of this amount is attributable to bond-related costs.

#### **Department of Veterans' Affairs**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, shifting the majority of personal services savings in the Loan Program to services and supplies, in consideration of previous position reductions taken in the legislatively adopted budget (elimination of 12.00 FTE in the Loan Program). As modified, Package 091 reductions eliminate one position (0.20 FTE) and total \$16,426 in personal services, and \$136,794 in services and supplies in the Loan Program, and \$153,224 in services and supplies reductions in the Veterans' Home program.

The Subcommittee approved a restoration of \$43,959 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback. The funding is restored to the agency's General Fund programs in the following amounts:

- Counseling and Claims: \$2,198
- County Veterans Service Officers special payments: \$21,971
- Aid programs administered by the Oregon Department of Veterans' Affairs: \$19,342
- Special Payments to National Service Organizations: \$448

House Bill 5201 includes additional Other Funds expenditure limitation in the amount of \$6,230,000 for two additional positions (1.13 FTE), and planning, marketing, start up and operating costs associated with the second Veterans' Home in Lebanon, Linn County. The home is scheduled to open in the fall of 2014.

Federal Funds expenditure limitation in the amount of \$300,000 was established to accommodate the possible receipt of a federal grant for transportation services to veterans in highly rural areas of the state. Expenditure limitation was approved, with the understanding that the Department of Administrative Services would unschedule the limitation until the Oregon Department of Veterans' Affairs was notified that its grant application was successful. No additional matching funds or position authority is required to administer the funds, which will be passed through to Baker, Gilliam, Grant, Morrow, Sherman and Wheeler Counties. The agency anticipates a notice of award in April, 2014.

### **Oregon State Lottery**

The Subcommittee approved a budget note requiring the Oregon State Lottery to submit a report to the Emergency Board on the feasibility of establishing a veterans-themed lottery raffle game.

#### **Budget Note:**

The Oregon State Lottery shall report to the Emergency Board, no later than September 2014, on the feasibility of establishing a dedicated lottery raffle game that has a veteran-oriented theme or indicates that the proceeds benefit veteran's education and economic development related to veterans. The report shall identify the impacts of establishing the game on the operations of the State Lottery, and include a projection of the level of net revenues available from a dedicated game for veteran's education and economic development, and a projection of the impact of the game on the level of net revenues otherwise available for transfer to the Administrative Services Economic Development Fund.

## **EDUCATION**

### **Department of Community Colleges and Workforce Development**

Based on their budgeted amount for their agency Operations budget, the Department of Community Colleges and Workforce Development (CCWD) has funding for the equivalent of 8.65 FTE in the General Fund budget passed by the 2013 Legislature. Given the demand for the General Fund related workload, the General Fund staff compliment should be closer to 13.00 FTE. As a result, CCWD estimated their General

Fund budget is underfunded by \$884,136. The agency identified almost \$350,000 in savings by keeping three positions vacant and switching the funding on another position, reducing the remaining General Fund gap to \$535,087. To fill this remaining shortfall, the Subcommittee approved the following one-time actions; (1) assumed additional revenue from work done by CCWD staff for the Higher Education Coordinating Commission (HECC) of \$64,000 to offset General Fund need and increased the Other funds expenditure limitation by this amount, (2) assumed \$100,000 of debt service savings from the delay of building projects at community colleges that is freed up to offset the Operations budget gap, (3) appropriated \$250,000 General Fund, and (4) transferred \$121,087 from the Strategic Fund of the Community College Support Fund to the agency Operations budget.

The Subcommittee approved the establishment of an Other Funds expenditure limitation in the amount of \$46,469 for the payment of the issuance costs associated with the sale of Lottery bonds for the Central Oregon Community College's Student Success Center in the remodeled Cascades Hall.

The Subcommittee did not restore any of the \$287,715 General Fund reduced in the Department of Community College and Workforce's legislatively adopted budget for the 2% supplemental ending balance holdback.

As a result of Package 091 relating to Statewide Administrative Savings in 2013, CCWD's Operations budget was reduced by \$357,844 total funds (\$39,363 General Fund, \$55,892 Other Funds and \$262,589 Federal Funds). These reductions will be made by eliminating one Accounting Technician position (1.00 FTE), reducing funding for hiring temporary employees, reducing in-state travel, and reducing the amount of resources for contracting out for services. The impact of these reductions will limit the agency's flexibility in addressing and completing short term projects that are requested of the agency or unanticipated needs like information server failures that might occur. These actions will also limit the agency's ability to hire people with specialized expertise that agency staff does not have.

### **Department of Education**

The Department of Education's (ODE) current budget includes \$9.4 million for the Career and Technical Education Revitalization Grant Program as authorized in ORS 344.075. This bill increases the amount available for the program by a one-time \$2 million General Fund appropriation. Grants awarded through this program must be used to enhance the collaboration between education providers and employers by: (1) developing or enhancing career and technical education programs of study; (2) expanding the professional growth of and career opportunities for students through career and technical education programs; (3) assessing the ability of each career and technical education program to meet workforce needs and give students the skills required for jobs in this state that provide high wages and are in high demand; and (4) supporting the achievement of the high school diploma requirements

The Legislature in 2013 provided an additional \$7.5 million General Fund for the Career and Technical Education (CTE) Revitalization Grant Program, and this bill adds a further \$2 million General Fund to the program without adding any resources for the administration, monitoring and technical assistance related for the program. The Subcommittee approved a transfer of \$230,537 General Fund from the Grant-in-Aid budget of the agency to the Operations budget, and the establishment of three positions (1.25 FTE) for these functions.

A special purpose appropriation to the Emergency Board of \$4.6 million General Fund was made in 2013 for student assessments. The Subcommittee approved the repeal of this special purpose appropriation, and instead approved a \$4.4 million General Fund direct appropriation



to ODE to augment the \$16 million total funds currently in the agency's budget for student assessments. This additional funding is to be used to purchase a summative assessment system tied to the Common Core standards as well as providing resources to school districts for formative and interim assessment tools. The Department of Administrative Services was instructed to unschedule this additional \$4.4 million until final negotiations with the assessment contractors are completed.

**Budget Note:**

The Department of Education is instructed to provide at least \$2 million of the total amount in the budget for student assessments as payments to school districts for formative and interim assessment tools.

ODE's Early Learning Division received an additional \$10.1 million Federal Funds in resources through the Race to the Top grant program of the U.S. Department of Education. The agency plans to spend \$5.5 million of these funds during the 2013-15 biennium. The funds will be used for a variety of purposes including increasing the use of the Tiered Quality Rating and Improvement System (TQRIS), professional development of early learning providers, and for a statewide referral system for information on early childhood services. The Subcommittee approved Federal Funds expenditure limitation increases split between the Early Learning Grant-in-Aid budget for grants to organizations (\$3,955,190 Federal Funds) and the agency's Operations budget (\$1,547,971 Federal Funds) for contracts, staffing and other agency costs. Seven limited duration new positions (4.11 FTE) were approved for establishment. Five current positions will also be funded with these new resources.

The Subcommittee approved an additional one-time \$1.0 million General Fund appropriation for the Long Term Care and Treatment programs which provide educational services to students in residential and day treatment centers as defined in ORS 343.961. In approving this additional funding, the Subcommittee expects all of the \$1.0 million will be provided to the entities who directly provide educational services to these students.

**Budget Note:**

Prior to May 1, 2014, the Department of Education is instructed to provide the School Funding Task Force established by House Bill 2506 (2013) with information to assist the Task Force in formulating recommendations relating to the level and allocation of funding for the Long Term Care and Treatment program. This information must include: (1) the actual costs of providing adequate and comparable educational services to students who receive services under the program; (2) various alternatives for allocating and distributing funding to these programs in an equitable manner to maximize the amount that is used for direct educational services to these students; (3) alternatives of metrics for measuring the effectiveness of the programs and providers of these educational services; and (4) other information the Task Force requests. The Task Force, with the assistance of the Department, shall work with various stakeholders including providers, school districts and others in formulating recommendations to the 2015 Legislature regarding the level and distribution of funding for the program.

The 2013 Legislature provided \$1,789,557 General Fund for a special purpose appropriation to the Emergency Board for program funding for the second year of the biennium for youth development grants, performance-based contracts, and services provided at the local level. The Subcommittee approved the repeal of this special purpose appropriation, and redirected those resources as a General Fund appropriation to the Department of Education. The agency's Youth Development Division submitted a plan for investing and distributing these funds to the Interim Joint Ways and Means Committee in January 2014 which approved the use of these funds for the Youth and Innovation Grant Fund. This Fund

provides resources for new innovative approaches to improve education and workforce success for those youth disconnected or at risk of disconnecting from the education system and labor market. Most of this funding (\$1.6 million General Fund) will be for grants to local entities, while the remaining \$189,557 General Fund will be used for the administration of the youth development programs.

The Subcommittee approved a total of \$5,948,790 General Fund in restorations to the ODE budget, representing just under 70% of the amount reduced in the legislatively adopted budget for the 2% supplemental ending balance holdback. All of the 2% reductions were restored for the following programs: (1) Oregon Pre-Kindergarten program (\$2,548,483); (2) other early learning programs (\$673,910) including Early Learning Hub funding, Health Families Oregon, Relief Nurseries, and Early Learning Kindergarten Readiness grants; (3) youth development grant programs (\$114,982); (4) staffing costs at the Oregon School for the Deaf (\$222,340); and (5) the newly authorized strategic education initiatives (\$436,976). Other restorations were \$1,080,405 for the Early Childhood Special Education programs, and \$562,775 for the Early Intervention program. Finally, a total of \$308,919 in the agency Operations budget was restored for nursing program support to school districts, youth development program administration, and licensing of Head Start programs.

As a result of Package 091 relating to Statewide Administrative Savings in 2013, ODE's Operations budget was reduced by \$814,374 total funds. The budget passed by the 2013 Legislature included over \$75 million total funds in new or expanded initiatives without a corresponding increase of resources in administrative activities. Based on this, the Package 091 related reductions for ODE did not include any staff reductions; but included service and supply cuts to the budget, personnel, accounting and payroll, and procurement functions totaling \$280,576 total funds. Another \$533,798 total funds was reduced from the information technology budget, most of it coming from resources for assessment related contracts. Overall, \$276,887 General Fund, \$123,622 Other Funds, and \$413,865 Federal Funds was reduced from the ODE Operations budget.

The Federal Funds expenditure limitation for early learning programs is increased by \$2.2 million to reflect a larger carry-forward of child care related funds from 2011-13 and larger current biennium revenues from the federal Child Care Development Fund. These additional revenues will be used to increase funding for the Employment Related Day Care program administered by the Department of Human Services.

#### **State School Fund**

The State provides payments funded by the State School Fund for Local Option Equalization Grants authorized in ORS 327.339. The Department of Education (ODE) makes those grant payments to school districts as Other Funds, but the current budget does not have sufficient Other Funds expenditure limitation for the current biennium. The Subcommittee approved a \$3,535,581 increase in Other Funds expenditure limitation which is the estimate at this time of the grants that must be paid during 2013-15.

#### **Higher Education Coordinating Commission**

In development of the 2013-15 budget for the Higher Education Coordinating Commission (HECC), there was an inadvertent double counting of funding of \$249,175 General Fund in the costs of the Commission's meeting and operating costs. The Subcommittee reduced this amount from the HECC budget.

The Subcommittee did not restore any of the \$45,957 General Fund reduced in the Higher Education Coordinating Commission's legislatively adopted budget for the 2% supplemental ending balance holdback.

### **Oregon Education Investment Board**

The Subcommittee restored \$30,794 General Fund to the Oregon Education Investment Board (OEIB) which represents 25% of the amount reduced in the OEIB's legislatively adopted budget for the 2% supplemental ending balance holdback. This restoration will allow the OEIB to fund data analysis and policy research on best practices, investment strategies, and policies relating to early learning and primary literacy.

The OEIB and other education agencies presented an initial business case and related project management materials for the Statewide Longitudinal Data System to the Education Subcommittee of the Joint Committee on Ways and Means. The Education Subcommittee recommended the project staff continue to refine the business case, provide more detailed planning and project management materials, and contract with an independent Quality Assurance contractor to move on to the next steps in the implementation of this project. This work is to be completed with existing resources in the Oregon Department of Education's budget.

#### **Budget Note:**

The Oregon Education Investment Board (OEIB) is directed to work with the Oregon Department of Education (ODE), the Higher Education Coordinating Council (HECC), other education related agencies, and the Office of the State Chief Information Officer to refine the business case and develop a comprehensive set of foundational project management documents including a detailed project budget and schedule for the design, development and implementation of the State Longitudinal Data System for P-20W Education. The OEIB, ODE, HECC and other agencies must follow State Chief Information Officer standards in the development of these materials; and submit them to the State Chief Information Officer for review in compliance with Department of Administrative Services and State Chief Information Officer rules, policies and standards for project review, approval and oversight. An independent Quality Assurance contractor must be selected to complete quality control reviews of the refined business case and foundational project management documents. In addition, the independent Quality Assurance contractor must complete a project risk assessment. Prior to requesting additional funding for the Statewide Longitudinal Data System, OEIB and other agencies must submit the quality control reviewed business case and foundational project management documents and the project risk assessment, along with a recommendation on the project from the State Chief Information Officer to the Legislative Fiscal Office. The OEIB and other agencies are directed to report to the Emergency Board during each of the Emergency Board's meetings prior to January 1, 2015 on the status of the project and/or to request the authority to proceed with the project once the above requirements have been met.

### **Oregon Health and Science University**

The Subcommittee approved a total of \$200,035,290 Other Funds expenditure limitation in the Department of Administrative Services for disbursement of bond proceeds to Oregon Health and Science University (OHSU) for the construction of research, clinical, other related facilities, and for bond related costs for the expansion of the OHSU Cancer Institute. Senate Bill 5703 contains authorization to issue up to \$161,490,000 in Article XI-G general obligation bonds (debt service to be paid with General Funds) and \$38,545,290 in lottery bonds (debt service to be repaid with Lottery Funds) for the Cancer Institute for disbursement to OHSU. Before these Article XI-G and Lottery bonds may be issued, OHSU must raise at least \$800 million in gifts, grants and other revenues through OHSU's Cancer Challenge campaign. The bond proceeds will be used: (1) to construct a research building on the Schnitzer Campus which will include wet laboratory facilities, bio-computing space and research support facilities; and (2) for additional floors in the Center for Health and Healing II (CHH II) building already planned for construction for clinical trial space. Debt service payments on these bonds to be paid beginning in the 2015-17 biennium are estimated at \$23,357,272 General



Fund and \$6,669,787 Lottery Funds. A budget note is included in the Oregon Health Authority section of this budget report instructing OHSU, other health care providers and Coordinated Care Organizations to develop recommendations relating to access to services for Medicaid clients.

#### **Oregon Student Access Commission**

Funding for the Oregon Opportunity Grants is increased by \$2.3 million in the Oregon Student Access Commission's (OSAC) budget by increasing the expenditure limitation for Lottery Funds funded by allocations from the Education Stability Fund. This amount is anticipated to provide an estimated 1,150 more grants to post-secondary students at an average of \$2,000 during the 2013-15 biennium. These additional resources are from carry-forward funds from the 2011-13 biennium that are available for this purpose.

The Subcommittee did not restore any of the \$2,332,612 General Fund reduced in the OSAC's legislatively adopted budget for the 2% supplemental ending balance holdback, almost all of which was reduced from the Oregon Opportunity Grant program. As noted above, \$2.3 million of Lottery Funds was added to this program for the remainder of the biennium.

As a result of Package 091 relating to Statewide Administrative Savings in 2013, OSAC's Operations budget was reduced by \$41,153 total funds (\$17,284 General Fund and \$23,869 Other Funds). The Commission plans to take \$19,030 total funds of this reduction in State Government Service Charges since Commission staff has assumed some of the administrative responsibilities (without new resources) that the Department of Administrative Services (DAS) provided in the past. The remaining reductions will be taken from other services and supplies (\$11,290 total funds), Office Expenses, and other services and supplies categories. Since the original 091 reduction was split between personal services and services and supplies, all of the original \$31,666 total funds in the personal services reduction will have to be transferred to services and supplies category.

#### **Teacher Standards and Practices Commission**

The Teacher Standards and Practices Commission's (TSPC) budget was reduced by \$13,537 Other Funds as a result of the passage of the Package 091 relating to Statewide Administrative Savings. The Commission will take these reductions by cutting \$8,135 from the budget for overtime and related personal services, and \$5,402 from other services and supplies.

#### **Oregon University System**

The Subcommittee approved a special one-time General Fund appropriation of \$2,000,000 for the four technical and regional universities and Portland State University to help fund new compensation agreements for classified staff. Of the \$2,000,000 appropriation, \$850,000 is for Portland State University, with the remainder to be shared by Eastern Oregon University, Southern Oregon University, Western Oregon University, and the Oregon Institute of Technology. The Subcommittee also approved a one-time \$500,000 General Fund appropriation to both Eastern Oregon University and Southern Oregon University as temporary bridge funding to assist the universities for the remainder of the biennium as they address budget shortfalls.

The Subcommittee also disappropriated \$4,500,000 General Fund from the appropriation supporting the Chancellor's Office with direction the Chancellor's Office utilize existing fund balances to continue operations for the remainder of the 2013-15 biennium. A total of \$3.5 million General Fund was appropriated to the Emergency Board as a special purpose appropriation to be allocated for future costs associated with higher

education governance changes, including costs incurred by the Higher Education Coordinating Commission as duties and responsibilities are transferred from the Chancellor's Office to the Commission and for impacts on the budgets of the four technical and regional universities.

The Subcommittee approved the following budget note related to the closure of Blue Mountain Recovery Center in Pendleton, and clarified that this work should be done within the existing Oregon Solutions General Fund budget of \$2.2 million for 2013-15. The parties involved are expected to include a number of local and regional entities, as well as the Department of Administrative Services, Oregon Business Development Department, Department of Corrections, Oregon Health Authority, Department of Veterans' Affairs, and the Regional Solutions program within the Governor's Office. Other parties may be identified as the work proceeds.

**Budget Note:**

The closure of the Blue Mountain Recovery Center will have a major economic impact on the city of Pendleton and the surrounding region. In order to address the challenges associated with the closure, a state and local conversation needs to occur, and a strategy needs to be developed, to mitigate the effects and chart a path forward for the community. The strategy should address how the state can invest resources in the community to ensure the economic effects on the community as a whole are addressed, to the extent possible. The strategy should also seek to leverage investments from the federal government in addressing the challenge and engage other private and civic organizations to the extent they can be of assistance. In carrying out the development of a strategy, the Oregon Solutions program at Portland State University shall provide staffing to bring the needed parties together to develop a mutually supported plan. The Oregon Solutions program shall report in September 2014 to the Emergency Board on the plan.

## **HUMAN SERVICES**

**Commission for the Blind**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings in which a small portion of the agency's reduction was moved from services and supplies to personal services. The Subcommittee also approved the restoration of \$31,287 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. This represents 100% of the initial holdback.

The agency's budget is reduced by \$1,043,821 Other Funds expenditure limitation and 0.75 FTE to reflect the elimination of the Oregon Industries for the Blind program effective December 2013. This was an alternative work and vocational program specializing in serving clients with multiple disabilities who are both developmentally disabled and blind. Historically the program had served about 40 clients, and all clients have now been placed in other programs.

**Oregon Health Authority**

The Oregon Health Authority (OHA) budget is organized into several program areas including Health Care Programs, Addictions and Mental Health, and Public Health, as well as Central and Shared Services. House Bill 5201 adjusts the OHA budget for updated pricing of program caseloads, costs, and revenues to help "rebalance" the budget. This information was presented at the January 2014 meeting of the Interim Joint

Committee on Ways and Means. Most notable are additional costs of \$26.9 million General Fund related to loss of federal match for Alcohol & Drug residential facilities that have more than 16 beds, claims costs for hospital patients thought to be eligible for Medicaid but not yet through the formal eligibility process, and additional costs to keep Blue Mountain Recovery Center open through March 2014. The rebalance also includes \$67.9 million General Fund savings, related to caseload changes, federal match rate changes, and one-time Other Funds revenues received above forecasted amounts.

The approved rebalance plan includes additional Federal Funds expenditure limitation of \$1.1 billion mostly related to faster enrollment of new clients under the Affordable Care Act (ACA) expansion than was originally forecast. The plan also includes some agency restructuring. A new budget structure called Health Policy Programs is created, with budget and staff being transferred from Central Services and Medical Assistance Programs. A second budget structure is created for the transfer of the Oregon Health Licensing Agency into OHA effective July 1, 2014 per House Bill 2074 (2013).

The agency continues to face a number of budget risks that were not explicitly included in the rebalance plan. These include changes to caseloads, federal sequestration reductions, the Oregon State Hospital budget, and state expenditures required to meet the federal Designated State Health Programs (DSHP) waiver conditions. House Bill 5201 establishes a new special purpose appropriation of \$24 million, to be allocated to OHA or the Department of Human Services for caseload costs or other budget challenges that the agencies are unable to mitigate.

In addition to the rebalance adjustments, the adjusted budget reflects a number of actions to be taken as a result of the \$38.8 million General Fund withheld in the legislatively adopted budget for the 2% supplemental ending balance. The Subcommittee approved a restoration of \$9.7 million as part of the statewide restoration. That represents 25% of the initial holdback. Other actions taken include program reductions of \$4 million General Fund and the use of \$25.1 million in one-time revenues.

With the addition of certain other actions beyond that already described, the approved adjustments result in an overall \$1.1 billion increase in the agency's total funds budget, but a \$27.2 million General Fund decrease. These actions also result in a \$36.4 million increase in Other Funds expenditure limitation, a \$1.1 billion increase in Federal Funds limitation, and an increase of 39 positions (20.74 FTE). These numbers do not include changes related to employee compensation cost changes.

A more detailed description of each program area follows.

#### Health Care Programs

The budget adjustments in House Bill 5201 reflect a net \$62.6 million decrease in General Fund in the Medical Assistance Programs (MAP) budgets, with a \$24.8 million increase in Other Funds limitation and a \$1.2 billion increase in Federal Funds limitation.

The rebalance plan for MAP approved by the Subcommittee includes overall savings of \$67.9 million General Fund, related to caseload changes, federal match rate changes, a reduction in the clawback payment to the federal government, and one-time Other Funds revenues received above forecasted amounts. Increased costs include a \$1.8 million shortfall in tobacco tax revenue as a result of the latest forecast. The loss of federal match for Alcohol and Drug residential facilities that have more than 16 beds results in a \$15.7 million General cost. The approved rebalance includes a cost of \$7.0 million General Fund to cover claims costs for hospital patients thought to be eligible for Medicaid but not yet through the



formal eligibility process. During the period before the patient completes the formal eligibility process, the federal match for services already received is at the state's regular match rate. The rebalance changes also include an additional \$1.2 billion in Federal Funds expenditure limitation, primarily because the state is enrolling new clients under the ACA expansion faster than originally forecast.

The MAP budget is also affected by two organizational changes included in the rebalance. A total of \$34 million General Fund that was previously in the MAP budget is transferred to a new budget structure called Health Policy Programs. In addition, a total of \$16.7 million General Fund and \$50.2 million total funds is transferred from Addictions and Mental Health to MAP. This completes another component of the transfer that eventually moves these programs receiving Medicaid match into the CCOs, and so into the MAP budget.

Health Policy Programs will also include the transfer of the Transformation Center from Central Services. The final resulting budget for Health Policy Programs will be \$44.1 million General Fund, \$129.4 million total funds, and 128 positions (122.37 FTE). All these adjustments net to zero agency-wide. As a part of the approved rebalance, a second new budget structure is created for the Oregon Health Licensing Agency, which will transfer to OHA on July 1, 2014 as a result of House Bill 2074 (2013). This program will then be called the Health Licensing Office. The second year budget amount of \$3.8 million Other Funds is added to OHA, as well as the 35 positions (17.50 FTE) in the current agency. There is a corresponding reduction to the budget of the Oregon Health Licensing Agency.

The Subcommittee approved a restoration of \$20.8 million of the 2% supplemental ending balance holdback that was included in the MAP original legislatively adopted budget for 2013-15. This is funded with one-time revenues available in the budget. The agency expects to address the remaining \$2.1 million shortfall by reducing the 2014-15 fee-for-service inflation adjustment for the Oregon Health Plan from 2.4% to 1.2%.

The final budget adjustments include additional General Fund savings of \$24.4 million as a result of the Children's Health Insurance Reauthorization Act (CHIPRA) bonus that was announced in December. A total of \$1.9 million General Fund and \$5.0 million total funds is added to the MAP budget to cover compensation changes for home health care workers who are not state employees. A total of \$12.9 million had been included in a special purpose appropriation for this purpose. That amount is fully distributed to OHA and the Department of Human Services to cover these costs.

The Subcommittee approved the following budget note relating to the health care system, and the role of Oregon Health and Science University within that system:

**Budget Note:**

The Oregon Health Authority will work with health systems, Coordinated Care Organizations, and health care providers to develop recommendations that ensure that Medicaid clients have access to medically appropriate and necessary inpatient or outpatient health services. Factors to be considered will include:

- (a) The acuity of the patient's condition and the urgency of the patient's need for treatment;
- (b) The role of Oregon Health and Science University as the state's only public academic health center;
- (c) The role of Oregon Health and Science University as a health care provider as well as its capacity relative to other hospitals, clinics or facilities in the community; and



(d) Advancing the goals of the triple aim, including factors such as:

- (A) delivery of quality care
- (B) cost
- (C) convenience to the patient
- (D) patient's access to care

OHA will report on the recommendations to the appropriate legislative policy committees before the 2015 session.

#### Addictions and Mental Health

The budget adjustments included in House Bill 5201 for Addiction and Mental Health (AMH) reflect a net decrease of \$3.2 million General Fund, an increase of \$9.2 million Other Funds limitation and a decrease of \$36.6 million Federal Funds limitation.

The rebalance plan approved by the Subcommittee includes a cost of \$2 million General Fund to keep Blue Mountain Recovery Center open until the end of March 2014. This is offset by savings of \$0.2 million General Fund as a result of the increase in the federal match rate. In addition, the budget is decreased by \$19.4 million General Fund as a result of transfers and technical adjustments. This is primarily the result of the transfer of another component of the remaining programs in AMH that will be moved to the CCOs during this biennium.

The Subcommittee approved a restoration of \$11.4 million of the 2% supplemental ending balance holdback that was included in the AMH original legislatively adopted budget for 2013-15. The agency expects to address the remaining \$1.9 million shortfall by eliminating the development of one 5-bed residential treatment home, and delaying the opening of two others by a few months.

If House Bill 4124 becomes law, the current youth suicide prevention coordinator in Public Health will move to AMH and take on a number of new responsibilities, including a new focus on intervention. AMH will coordinate with Public Health on funding to continue a position in Public Health that will continue to focus on prevention. Both these positions will have an important role to play as the new investments in children's mental health are implemented.

The Subcommittee approved a General Fund appropriation of \$50,000 for the Buckley sobering center of Willamette Family Treatment Services. This is one-time funding to establish a pilot at the center, in order to determine the efficacy of allowing the sobering center to sign clients up for the Oregon Health Plan, if appropriate, as well as the effectiveness of including peer support navigators on staff to facilitate on-going treatment. AMH and the center will report the results of the pilot during the 2015 legislative session.

House Bill 5201 includes an additional \$2.9 million General Fund to increase rates for Alcohol and Drug adult residential facilities. House Bill 5008 (2013) set aside a special purpose appropriation of \$3.3 million for this purpose, and the agency was directed to do a study on both the youth and adult systems. The agency presented that study to the 2014 Legislature. The \$2.9 million will allow the agency to increase the indigent (non-Medicaid) rate for adults from the current \$105.50 per bed per day up to \$120.00 (both rates include the current \$20 rate for room and board). This increase will be for both years of the biennium. This brings the indigent rate up to the same level as the Medicaid fee-for-service and CCO rate. In addition, the room and board rate will be increased from \$20.00 to \$24.00 for indigent, fee-for-service and CCOs,

effective January 1, 2014. It is not ideal to increase the room and board rate, because that portion of the total rate cannot be matched. However, an increase in the treatment portion of the rate would flow through the CCO budgets, and they are capped at this time.

The Subcommittee approved the agency plan to spend the remaining \$10 million Other Funds revenues from the increase in the cigarette tax that was dedicated to community mental health programs. AMH plans to invest \$5 million of the funding in rental assistance programs through the current structures within the agency. For the other \$5 million, AMH plans to partner with the National Alliance on Mental Illness (NAMI) and the Oregon Residential Provider Association (ORPA) for development of supported housing for individuals with mental illness, who will seek out grants, gifts and contributions to supplement the state money to support this development. The state funding will provide not more than 20% of the costs for the construction of the housing, and up to 50% of the start-up costs of the housing. The partners will convene a work group to advise in developing and prioritizing the list of projects. In order to ensure that the money available is invested this biennium, timelines will be established for funds to be committed. Funds that are not committed by those deadlines will be utilized for additional rental assistance funding. The partners have agreed on a Memorandum of Understanding that lays out these details. This \$5 million funding is to be considered one-time for purposes of 2015-17 budget development. The Subcommittee approved the following budget note:

**Budget Note:**

Addictions and Mental Health, the National Alliance on Mental Illness, and the Oregon Residential Provider Association shall report back to each of the interim Emergency Board meetings on the status of all projects being considered or funded. The report should include information on each project, including location, timelines, various funding sources, number of housing units total, and number of housing units specifically for persons with mental illness. At least 10 days before a contract is signed by the Oregon Health Authority for any specific project, the agency shall notify Legislative Leadership and the Legislative Fiscal Office of their intent to sign a contract and the details of the contract.

**Public Health**

The budget adjustments included in House Bill 5201 for Public Health reflect a net increase of \$1.2 million General Fund, and a decrease of \$0.1 million Other Funds limitation and \$0.5 million Federal Funds limitation.

The Subcommittee approved a restoration of \$0.7 million, or all of the 2 % supplemental ending balance holdback that was included in the Public Health legislatively adopted budget. The special purpose appropriation for dental pilot projects of \$100,000 was eliminated and placed in this budget. This will enable the agency to provide staff to implement the program originally envisioned in Senate Bill 738 (2011). The Subcommittee also approved additional funding of \$270,000 for breast and cervical cancer screening services. About \$100,000 of this was needed to backfill funding shortfalls recently communicated to the agency by the Komen Foundation.

Public Health programs had three fee schedules that were approved by the Department of Administrative Services and implemented administratively during the interim. These were ratified as a part of House Bill 5202, the statewide fee ratification bill. These include the fees related to the regulation of non-transplant anatomical research recovery organizations, registration of medical marijuana facilities, and the Oregon State Public Health Laboratory fees for communicable disease tests.

The Subcommittee approved the following budget note:

**Budget Note:**

The Oregon Health Authority will report to the Emergency Board in September 2014 on plans to appoint a state dental director as part of the agency's 2015-17 budget request. The report will include a position description outlining the duties of this position and the estimated costs to fill the position.

**Central and Shared Services/Statewide Assessments and Enterprise-wide Costs**

The budget adjustments included in House Bill 5201 reflect net decreases of \$7.3 million General Fund, \$3.6 million Other Funds limitation and \$81.9 million Federal Funds limitation.

The reductions in these budgets are primarily the result of transferring the budget and staff from the Office of Health Policy and Research and the new Transformation Center, both currently in Central Services, over to the new Health Policy Programs. These actions are included in the rebalance. The Subcommittee approved a restoration of \$1.8 million, or all of the 2% supplemental ending balance holdback that was included in the legislatively adopted budget.

An updated Package 091 Statewide Administrative Savings was approved in which a portion of the agency's reduction was moved from services and supplies to personal services. These reductions are all in Shared Services, which for OHA are the information technology services provided to both OHA and the Department of Human Services. One of the strategies for efficiencies is to do more projects with agency staff, rather than hiring contractors to perform the work at a higher price. The agency also expects to reduce expenditures related to mainframe printing by working with recipients to see which reports are still used. There are also opportunities to standardize software tools and reduce the amount of annual maintenance and support required.

**Department of Human Services**

The Department of Human Services (DHS) 2013-15 budget is organized through eight budget structures and five appropriations. The budget structures reflect five direct program areas (Self Sufficiency, Child Welfare, Vocational Rehabilitation, Aging and People with Disabilities, and Developmental Disabilities) and three program support functions (Central, Shared Services, and State Assessments and Enterprise-wide Costs). In addition, the agency's rebalance plan approved by the Subcommittee as part of House Bill 5201 adds a new program structure – Program Design Services – to consolidate and better capture cross-program work, such as licensing and regulatory oversight. The funding and position transfers from the programs to the new structure drive decreases in program budgets that net out across the agency; these should not be confused with program reductions.

Setting aside statewide budget issues, the agency's rebalance plan, which was presented at the January 2104 meeting of the Interim Joint Committee on Ways and Means, generates a net savings of \$0.5 million General Fund. This net positive position reflects both costs and savings tied to agency caseloads, costs per case, and a slightly higher federal percentage for FMAP eligible costs. It also accounts for new program funding gaps identified since the 2013 session, including \$2.2 million General Fund needed to avoid going to a wait list for Vocational Rehabilitation services and \$1.9 million General Fund to cover a 6% interim rate increase for employment services providers in the Developmental Disabilities program.



The rebalance plan also contains several technical adjustments/transfers within the agency and between DHS and the Oregon Health Authority. Internal DHS changes, mostly tied to allocating costs and budget with more precision than was used during budget development, net to zero. There is a net increase of \$1.8 million General Fund in the DHS budget due to the realignment of costs between DHS and OHA associated with mental health facility development and outreach services; changes between the two agencies net to zero.

In addition to rebalance adjustments, the Subcommittee approved a direct restoration of \$11.4 million General Fund withheld in the legislatively adopted budget for the 2% supplemental ending balance; this represents 25% of the holdback amount. Through the use of one-time revenues in both OHA and DHS, including \$3.3 million Federal Funds in bonus revenue received under the Supplemental Nutrition Assistance Program (SNAP) and \$15.0 million Federal Funds in Temporary Assistance for Needy Families (TANF) carryforward revenue, the remaining holdback of \$34.2 million General Fund was covered. The Subcommittee did not make any program reductions, but budget risks do remain. These include changes to caseloads, final sequestration actions, potential federal penalties, litigation and other legal costs, and federal rule changes affecting home care workers.

The Subcommittee approved several other changes (additions) beyond the rebalance and statewide actions. The most significant of these is a series of investments totaling \$8.3 million General Fund (\$9.4 million total funds), which is sourced by \$26 million General Fund set aside side for senior programs during the 2013 Special Session. Overall, House Bill 5201 increased the agency's budget by \$66.8 million General Fund, \$27.0 million Other Funds, and \$125.4 million total funds, or about 2.4% overall. The net change to positions is an increase of 1 position and a decrease of 3.49 FTE, which reflects a mix of phase-ins, position eliminations, and classification changes.

A more detailed description of each program area follows. For context regarding caseload changes, the 2013-15 legislatively adopted budget was based on the spring 2013 caseload forecast; the rebalance adjustments in House Bill 5201 factor in caseload and cost changes tied to the fall 2013 forecast, published in December 2013.

#### Self Sufficiency

The budget adjustments approved by the Subcommittee for the Self Sufficiency (SS) program reflect net decreases of \$19.8 million General Fund, \$13.1 million Other Funds limitation, \$7.4 million Federal Funds limitation, and 77 positions (77.00 FTE).

Rebalance adjustments account for projected growth of about 3% in the overall 2013-15 SNAP caseload from the previous forecast. Embedded in the net increase is a decrease in the number of SS households receiving SNAP, while the number of Aging and People with Disabilities households receiving SNAP continues to grow. Caseloads in the TANF cash assistance programs are down 1% from the spring numbers, at a biennial average of 33,591 families. Overall caseload savings of \$1.0 million General Fund are included in the agency's rebalance calculation. Budget and program risks for these economically-sensitive caseloads include final structure of the SNAP program upon federal reauthorization, growth in participating households associated with increased Medicaid enrollments under the Affordable Care Act, and possible extension of unemployment benefits.

To support implementation of a new program structure, Program and Design Services (PDS), \$9.4 million total funds and 75 positions (75.00 FTE) are transferred out of SS and into PDS. Technical adjustments and transfers account for a decrease of \$44.9 million total funds and 2

positions (2.00 FTE); the largest portion is \$33.4 million totals funds associated with moving the budget for the Modernization project from SS to the Office of IT Business Supports, which is part of the new PDS budget structure.

The Subcommittee approved use of \$18.3 million in one-time federal revenues (SNAP bonus and TANF carryforward) to help fully restore the 2% holdback. Another change outside the agency's rebalance plan is a one-time investment of \$200,000 General Fund to support nutritional programs. Half of the money will help increase the number of summer and after-school food sites by at least 50 over the next year through offering technical assistance and implementing practices to help sustain programs into the futures. The other half, which will be matched with \$100,000 in federal dollars, will be used to help seniors and other eligible groups or individuals with low participation rates access SNAP benefits, update online tools, and develop client education materials around protecting benefit cards.

An increase of \$2,200,000 Other Funds expenditure limitation was also approved by the Subcommittee and should allow the Employment Related Day Care (ERDC) program to achieve an average monthly caseload of 8,500 over the last 12 months of the biennium. One-time funding to support this increase is available due to a higher than anticipated amount of Child Care Development Fund (CCDF) carryforward revenue from the 2011-13 biennium. While the budget continues to be inadequate to meet program needs – there are currently over 800 families on the waiting list – the Legislature is committed to improving program effectiveness and flexibility within available resources. With this goal in mind, the Subcommittee adopted the following budget note:

**Budget Note:**

The Oregon Department of Education - Early Learning Division's Office of Child Care and the Department of Human Services will convene a workgroup of stakeholders to develop a set of policy recommendations on how best to modify the ERDC program to provide child care subsidies to working parents enrolled in post-secondary higher education. The agencies will report these recommendations back to the Emergency Board in May 2014; the expectation is that rulemaking to implement legislatively approved changes would follow soon after. Program elements to address within the recommendations should include eligibility criteria, work hour requirements, school attendance verification, academic standing expectations, limitations on assistance, TANF leavers, families having children with special needs, program exit income limits, child care quality, data reporting, caseload priorities, and program evaluation.

**Child Welfare**

The budget adjustments approved by the Subcommittee for the Child Welfare (CW) program reflect an increase of \$16.5 million General Fund, a decrease of \$1.6 million Other Funds limitation, an increase of \$5.2 million Federal Funds limitation, and a decrease of 18 positions (18.00 FTE).

While forecasts for individual CW caseloads have fluctuated between the spring and fall forecasts, these changes did not drive any budget adjustments. The rebalance does include savings from a change in the Federal Medical Assistance Percentage (FMAP), decreasing General Fund need by \$0.9 million. Based on the latest federal estimates, the 2013-15 biennial average FMAP rate will increase from 63.06% to 63.40%, which reduces the state contribution percentage. This change also affects other agency programs.

The approved budget adjustments include \$0.3 million General Fund to correct an error made in 2013-15 budget development. In the agency's 2011-13 budget, a one-time revenue source (federal grant) was used to sustain the post-adoptions program. However, the one-time action was not

reversed as planned. A portion of the FMAP General Fund savings is used to cover the oversight and maintain the program at the 2013-15 legislatively adopted level. Also included is spending authority and eight limited duration positions (8.00 FTE) to support work under a federal grant. DHS received legislative approval to apply for the grant, which supports recruiting resource families for foster children, in May 2013.

To support the new program structure, Program and Design Services (PDS), \$4.0 million total funds and 26 positions (16.00 FTE) are transferred out of CW and into PDS. Technical adjustments and transfers account for an increase of \$1.7 million total funds for this program.

The Subcommittee added \$800,000 General Fund to establish necessary legal, financial, and administrative foundations to launch a Pay for Prevention effort in Oregon. The money will go to the Center for Evidence-Based Policy at OHSU for conducting economic research, developing provider capacity, and building a performance measurement, accounting and reporting system. The ultimate goal of the initiative is to identify young children most at-risk, implement evidence-based supports designed to achieve specific outcomes, and invest in performance-based contracting that links payment to outcomes through social impact financing. The Subcommittee approved the following budget note related to the project:

**Budget Note:**

By January 1, 2015, the Office of the Governor and the Center for Evidence-Based Policy at OHSU will jointly report to the Human Services Subcommittee of the Emergency Board on how the Pay for Prevention money is being spent and project progress. In addition, OHSU shall solicit independent review from a panel of experts on key components of project as it is developed. The report will include a summary of the independent panel's assessment of the project, including project design, research validity, and project viability.

**Vocational Rehabilitation**

The Subcommittee approved budget adjustments for Vocational Rehabilitation (VR) equating to increases of \$3.6 million General Fund, \$6,703 Other Funds limitation, \$3.0 million Federal Funds limitation, and 10 positions (8.80 FTE).

The fall forecast projects caseload to be about 2% lower than the spring estimate. Any savings associated with fewer clients is masked by higher than expected costs per case, which have grown by about 5% from the spring 2013 forecast. Cost drivers include higher expenses for some services, such as technology devices for communication and mobility, and new referrals having needs more complex or costly to support than existing clients.

To maintain the program and cover these costs without moving to an Order of Selection (priority wait list), the budget approved by the Subcommittee includes an additional \$2.2 million General Fund. The extra state dollars will have implications for future Maintenance of Effort (MOE) requirements. No additional federal dollars are available at this time; there is a slight possibility re-allotment funds could be accessed later in the biennium to reduce General Fund and MOE impacts.

Technical adjustments and transfers account for an increase of \$2.7 million total funds and 10 positions (8.80 FTE); the bulk of the dollars and the positions are associated with moving work tied to the Governor's Executive Order 13-04 (employment services) from Developmental Disabilities to VR.



### Aging and People with Disabilities

The budget adjustments approved by the Subcommittee in House Bill 5201 for the Aging and People with Disabilities (APD) program reflect an increase of \$12.2 million General Fund, a decrease of \$6.8 million Other Funds limitation, a decrease of \$4.0 million Federal Funds limitation, and a decrease of 78 positions (\$2.25 FTE).

Overall caseloads in long-term care facilities are down about 3% from the level funded in the legislatively adopted budget. In-home caseloads are just over 8% higher than budgeted, while both community-based facilities' and nursing facilities' caseloads are lower, by about 10% and 2%, respectively. After costs associated with higher acuity levels and lower than expected provider tax revenues, these changes drive a net savings of \$4.0 million General Fund. In addition to the caseload savings, APD also has \$6.6 million General Fund in savings due to the FMAP change noted previously.

While the caseload trends are consistent with APD policy goals, the Department is concerned that it may be too early in the biennium to safely capture and repurpose the associated savings. Risks include the implementation of the K Plan and the initiative to reduce nursing facility bed capacity.

To support creation of the new program structure, \$15.6 million total funds and 85 positions (85.00 FTE) are transferred out of APD and into PDS. Technical adjustments and transfers account for an increase of \$4.8 million total funds for this program and mostly consist of a net \$4.7 million total funds increase realigning budgets between APD and OHA (Addictions and Mental Health).

In addition to the rebalance changes and statewide adjustments, this program was significantly impacted by the Subcommittee's approval of funding for several senior programs or initiatives, including two pieces of legislation. While APD is not always the directed recipient or primary participant in these projects, the bulk of the money does flow through DHS and the program has a key role in coordinating activities and reporting. The following section discusses the funding decisions and associated expectations.

### Recommendations for 2013 Special Session \$26 million Special Purpose Appropriation for Seniors

During the 2013 Special Session in September 2013, as part of HB 5101 (2013), \$26.0 million General Fund was set aside in a Special Purpose Appropriation (SPA) to the Emergency Board for Board for future distribution to programs or activities supporting seniors. Over the four months between that action and the 2014 Legislative Session, the Department worked with a group of stakeholders to develop a list of proposals for funding allocation.

The Subcommittee approved most of the requested projects; the remaining unallocated General Fund will stay in the Senior SPA for future distribution by the Emergency Board. The legislative intent is that the proposals currently unfunded will have first priority (i.e., portions of the SPA are set aside for these) in the next round of SPA allocations, which is likely to occur as soon as May 2014. Projects are also funded with the caveat that, for ongoing initiatives, overall 2015-17 costs should not exceed the initial 2013 Special Session revenue allocation of \$41 million plus standard inflation. This funding level restriction should be considered as the both the executive and legislative branches develop budgets for the 2015-17 biennium. In addition, some projects were approved as one-time expenditures and are generally not expected to roll forward; these programs have been identified as such in the following narrative. However, these programs' status as one-time expenditures may be evaluated for



ongoing status based on program development and the level of resources available in 2015-17. If included as ongoing, the program costs should be clearly identifiable within the 2015-17 budget build.

Funding recipients are expected to work with the Department of Human Services to provide to the Joint Committee on Ways and Means Subcommittee on Human Services during the 2015 Legislative Session a coordinated update on what was accomplished with these investments.

Projects or proposals brought forward for consideration for Senior SPA funding, along with the Subcommittee's recommendation are summarized in the table below. Subsequent narrative sections describe expectations regarding each project or proposal and next steps, including future allocations for projects for which funds are not being authorized at this time. For reference, summary item numbers 1 through 21 correspond in order to the consensus list developed by the Campaign for Oregon's Seniors & People with Disabilities; three other proposals were added as issues surfaced during the legislative session.

## 2013 Special Session \$26M Appropriation Allocation Recommendations

Item #	Item	Who	Request	Approved	Recommendation
1	Geriatric/disability/mental health and addiction specialists for each county	OHA - AMH	2,800,000	-	Hold; present plan in May
2	Senior mental health training	OHA - AMH	700,000	-	Hold; present plan in May
3	Enhance funding for elder and disabled transit services	ODOT	4,000,000	4,000,000	Fund
4	Geriatric medication competency training pilot	DHS - APD	1,600,000	1,600,000	Fund but require May report on RFP
5	Training on Alzheimer's/dementias	DHS - APD	450,000	450,000	Fund but require May report on RFP
6	Training for caregivers on challenging behaviors	DHS - APD	400,000	400,000	Fund but require May report on RFP
7	First responder training on Alzheimer's/dementias	DHS - APD	500,000	500,000	Fund but require May report on RFP
8	Increase access to caregiver training statewide	DHS - APD	350,000	350,000	Fund but require May report on RFP
9	Restoration of Quality Care Fund sweep	DHS - APD	1,000,000	1,000,000	Restore fund but report on spending plan
10	SB 1553 - Public Guardianship Program	LTCO	949,183	949,183	Fund
11	Re-establish annual reporting for long term care	DHS - APD	750,000	100,000	Partially fund; report back in May
12	Develop community based care capacity index	DHS - APD	750,000	100,000	Partially fund; report back in May
13	General Assistance study	DHS - APD	112,000	112,000	Fund
14	Collect/analyze data on via annual BRFS report	OHA - PH	30,000	30,000	Fund
15	Cash Oregon Grant for technology upgrade	DHS - APD	150,000	150,000	Fund
16	Personal Incidental Fund (PIF) from \$30 to \$100 per month	DHS - APD	1,300,000	539,728	Fund at \$60 and start indexing
17	Initiate SB 870 to expand coverage for younger persons with disabilities	DHS - APD	3,000,000	-	Hold; present pilot plan in May
18	HB 4151 - Elder Abuse Task Force Recommendation	DHS - APD	149,365	149,365	Fund
19	Adult Protection Services Technology Investment	DHS - APD	1,000,000	-	Hold; pending business case and plan
20	AAAs - Replace Older Americans Act lost due to sequestration cuts	DHS - APD	2,500,000	-	Hold; pending actual awards/need
21	AAAs - Evidence based health promotion/disease prevention	DHS - APD	1,250,000	1,250,000	Fund
22	Senior Property Tax Deferral Hardship Fund (\$313,800)	DHS - APD	313,800	313,800	Fund
23	SB 1542 - Expand Home Care Registry to Private Payers	DHS - APD	1,281,297	1,281,297	Fund
24	Medford Senior Center Nutrition Program	DAS	20,000	20,000	Fund

Total 25,355,645 13,295,373

SPA Amount	26,000,000	26,000,000
SPA Remaining	644,355	12,704,627

*Items #1 and #2* were not funded by the Subcommittee, pending a report to the May meeting of the Emergency Board. The current \$3.5 million General Fund (\$7.0 million total funds) proposal places geriatric and disability mental health and addiction specialists in all 36 county mental health programs, in order to improve services for older adults with mental illness. Behavioral health services for older adults rest in systems of care that are often times disconnected. These systems include Aging and People with Disabilities long term care, home health, Medicare (including Medicare Advantage plans) and community mental health programs. The geriatric specialist would focus on the coordination of these systems within their community to meet the behavioral health needs of older adults. In its report, the Oregon Health Authority will provide a more detailed plan for both the services and training components of the proposal. The report should include how to structure the program and how to best work with Coordinated Care Organizations, in both the short and long run, considering that these staff would service Medicare clients as well as those eligible for Medicaid. The report should also address the appropriate level of staffing in different areas of the state.

*Item #3* was funded, adding \$4.0 million General Fund for senior and disabled transportation budgeted in the Department of Transportation (ODOT). The program distributes funds to counties, transit districts, and tribes that provide transportation services for older adults and persons with disabilities. This infusion brings total funding for the biennium to \$11.0 million, which is about 30% of the estimated need as evaluated in a 2010 study by Portland State University.

*Items #4 through #8*, at a total of \$3.3 million General Fund were approved on a *one-time* basis for the Department of Human Services to fund a broad scale Caregiver Training Initiative designed to provide consistent, standardized, and evidence-based training across all segments of the long term care services and supports (LTCSS) continuum. The growing population of seniors and people with disabilities requires a well-trained workforce and the development of additional community resources for both professional and family caregivers. Curriculum, trainings, and capacity development will be targeted in the following areas:

- Geriatric medication management and competency
- Alzheimer's disease and related dementias
- Challenging behaviors in non-dementia populations.
- Specialized training for the public safety workforce on Alzheimer's and related dementias
- Enhanced training and access to caregiver trainings in underserved areas, populations and settings

DHS will issue a Request for Proposal (RFP) for organizations with the demonstrated experience, competency, expertise and ability to develop, coordinate and conduct trainings, curriculums and materials to reach all the intended audiences identified. Organizations will need to demonstrate the ability to work statewide with both private and public entities in the development, coordination and successful execution of this initiative. Programming should be aligned with current state policy initiatives.

The Subcommittee directed DHS to report back to the Emergency Board in May on the status of the RFP with the goal being for trainings to commence by July 2014.

For *Item #9*, the Subcommittee approved a *one-time* allocation of \$1.0 million General Fund, which allows Quality Care Fund resources to be directed back from general program expenditures to training, technical assistance, quality improvement initiatives and licensing activities. The fund's revenue comes from long-term care facility licensing fees and civil penalties. Prior to formally allocating Quality Care Fund dollars to projects or initiatives, the Department will report to the Emergency Board on the spending plan, the process used to decide on fund allocations,

and the overall plan for managing the fund going forward. This report will be provided in May 2014 in conjunction with the training RFP report discussed above.

Funding for *Item #10*, which was approved in the amount of \$949,183 General Fund, will support a new Public Guardian and Conservator program within the office of the Long Term Care Ombudsman (LTCC). The program is created with passage of SB 1553 (2014); more information on the program is included in the LTCO narrative.

*Items #11 and #12* take care of two data and information reporting gaps in the Department of Human Services. The approved initial allocation of \$200,000 General Fund (\$100,000 per project) will allow DHS to develop a work plan and more precise costing for these projects before returning to request the remaining funding. The first project will restart annual Nursing Facility and Community Based Care utilization reports, which were discontinued in 2009 due to budget reductions. The second effort is around improving availability of quality information on community based care facilities, through development of a website that will contain information on facility location, type of care, vacancies and customer satisfaction.

An allocation of \$112,000 General Fund (*Item #13*) will allow the Department of Human Services, with stakeholder participation, to conduct a *one-time* study on and make recommendations for a program designed to provide temporary cash assistance to low-income, childless adults with disabilities (at a minimum). The Department will report the study results and program recommendations to the appropriate House and Senate policy committees and the Joint Committee on Ways and Means during the 2015 Legislative Session. The report should include, but not be limited to, data on special populations, such as homeless persons, veterans, and individuals nearing or on post-prison supervision, eligibility requirements, services offered, desired outcomes, cost avoidance, potential pilot projects, and a menu of program/funding options.

*Item #14*, funded at \$30,000 will go to the Oregon Health Authority (Public Health) to pay for collecting specialized data on cognitive data and caregiving under the Behavioral Risk Factor Surveillance System. These data are particularly important for the Oregon Chapter of the Alzheimer's Association and its efforts to advance research, to provide and enhance care and support, and to reduce the risk of dementia through the promotion of brain health.

The Subcommittee approved *Item #15*, at \$150,000 General Fund, which supports a grant to Cash Oregon to support the one-time purchase of new laptops for the AARP Tax Aide program. This is a volunteer program that helps low-income seniors prepare tax returns.

Each Medicaid nursing facility resident has a monthly allowance to cover personal incidental needs (*Item #16*); this amount has been set at \$30 per month for the last twenty years. The Subcommittee approved \$539,728 General Fund and \$952,472 Federal Funds for DHS to increase the amount to \$60 per month, effective July 2014. Beginning with the 2015-17 biennium, the Department is directed to begin indexing personal incidental fund increases in nursing facilities to annual increase percentages published by the social security administration. (The approved recommendation was modified from the original proposal, which requested an increase to \$100 without any indexing.)

For *Item #17*, the Subcommittee retained \$3.0 million General Fund within the SPA for distribution in May 2014, after DHS and stakeholders have brought forward a pilot project plan to make Oregon Project Independence services available to people with disabilities, as envisioned by SB 870 (2005). To provide more specific direction, the Subcommittee adopted the following budget note:



**Budget Note:**

The Department of Human Services shall develop a pilot project to expand Oregon Project Independence services to people with disabilities effective July 1, 2014. To meet this timeline, the Department will need to make emergency rules; that rulemaking will incorporate the feedback of appropriate stakeholders and advocates. Appropriate parties include, but are not limited to, the Oregon Association of Area Agencies on Aging and the Disability Services Advisory Councils. The pilot shall cover a regionally diverse area of Oregon, including both rural and metropolitan areas. The Department shall report on the pilot project plan, which should cover structure, outreach, evaluation, and budget components, and request release of SPA funds at the May 2014 meeting of the Emergency Board.

The Department of Human Services will study and report back to the appropriate 2015 legislative committees on the potential to transition Oregon Project Independence to a statewide, age neutral program that assesses and serves seniors and persons with physical disabilities based on need. This report will include cost projections for the expansion of services, projected caseloads and demographic distribution.

Funding for *Item #18*, which was approved in the amount of \$149,365 General Fund, \$118,680 Federal Funds, and two positions (1.34 FTE) supports work under HB 4151 (2014). This bill sets consistent timelines for investigations of elder abuse cases by DHS and directs the agency to adopt policies and guidelines for the development of an electronic database of abuse reports and to standardize investigation and reporting practices. A registry of persons working or seeking to work in elder care facilities will be implemented by January 1, 2015; the registry will augment the existing criminal background check system. One of the new positions will work with the standardized practices and protocols related to the abuse reporting and investigating components of the bill. The other one will be responsible for the registry work, including coordination with reporting facilities and development of registry rules.

Discussions regarding various systems and worker registries led the Subcommittee to adopt an associated budget note:

**Budget Note:**

The Department of Human Services will report to the Joint Committee on Ways and Means during the 2015 Legislative Session on the “ready to work” registry and associated rules required under HB 4151 (2014). The report should also include a section on the feasibility of developing a comprehensive (diverse care settings) and multipurpose (employment, referral, certification, background check, abuse) care worker registry, including potential efficiencies, benefits, costs, and barriers. Lastly, the report will provide an update on how administrative rule changes required by HB 3168 (2013) have reduced duplicative background check counts and decreased waiting times for applicants.

The Subcommittee did not fund *Item #19*, which is a DHS request for funding to begin developing a new system to manage adult protective services activities. At a minimum, the Department plans to finalize a system business case and explore opportunities for federal funding before returning the Emergency Board to report on the project’s progress and potentially request at least an initial allocation from the Senior SPA.



*Item #20* is a request for \$2.5 million in state funding to backfill anticipated federal reductions in federal Older Americans Act dollars. Several programs administered by the local Area Agencies on Aging (AAA) are potentially affected by sequestration reductions. However, federal funding award letters have not yet been received and more recent information indicates that the shortfall may be much less than expected, if not completely mitigated. Accordingly, the Subcommittee did not allocate funds, but welcomes a SPA allocation request during the interim, depending on final federal awards and demonstrated need. Not taking action on potential sequester reductions at this time is also consistent with the approach taken in other areas of the DHS budget, where sequester impacts continue to remain an unfunded risk.

The Subcommittee approved *Item #21*, which provides \$1,250,000 General Fund to support statewide AAA efforts in the areas of Evidence Based Health Promotion and Disease Prevention. These programs serve individuals with long-term services and supports needs regardless of eligibility for entitlement programs. The money will be distributed through formula, with each region putting together a plan for that will include anticipated numbers of individuals served and outcomes.

To address back taxes for certain seniors who were allowed back into the senior property tax deferral program after being disqualified in 2011, the Subcommittee added \$313,800 General Fund (*Item #22*). The plan is for these *one-time* funds to flow through DHS to one or more Area Agencies on Aging to perform eligibility and authorize payments.

Funding for *Item #23*, which was approved in the amount of \$1,281,297 General Fund and five positions (1.41 FTE) supports work under SB 1542 (2014). This bill requires the Home Care Commission (budgeted within DHS) to administer a program enabling private payers to buy home care services from the Commission's home care registry. Currently, only individuals covered by Medicaid may hire caregivers through the registry. Under the program, the Commission will be responsible for a variety of tasks, including publicizing the registry, screening workers, setting standards, providing referrals, establishing rates, and paying wages. After General Fund pays for *one-time* start-up costs, the program will be self-supporting; the bill allows the Commission to set consumer rates at levels that support recovering up to 107% of program costs.

For *Item #24*, the Subcommittee approved \$20,000 General Fund in the DAS budget as a *one-time* pass-through to the Medford Senior Center to cover emergency need in its senior nutrition program. Last fiscal year, the program provided 17,159 meals for the elderly in Jackson County.

#### Developmental Disabilities

The budget changes approved by the Subcommittee in House Bill 5201 for the Developmental Disabilities (DD) program reflect net increases of \$21.9 million General Fund, \$1,291 Other Funds expenditure limitation, \$41.8 million Federal Funds expenditure limitation, and a decrease of 80 positions (78.80 FTE).

Both caseloads and cost per case in DD programs are expected to be higher than the previous forecast, driving an increase of \$10.8 General Fund (\$22.0 million Federal Funds). Caseload counts are growing and clients are moving between service categories, primarily because under the K Plan services must be provided to all eligible applicants. Costs per case are also going up due to increasing client acuity. While the legislatively adopted budget attempted to build in K Plan impacts, some elements, such as significantly more children entering the DD system or side effects of brokerages being pushed to capacity, were not anticipated in the previous forecast. These and other issues will continue to be risks moving forward.

The caseload associated costs are partially offset by FMAP rate savings of \$4.9 million General Fund and participation rate adjustments resulting in savings of \$1.3 million General Fund.

Other program costs covered in the rebalance include \$1.3 million General Fund (\$2.6 million total funds) to keep funding for the Community Developmental Disability Programs (CCDP) at 94% equity; a budget estimate error resulted in the equity level being underfunded. Another budget change provides \$1.9 million General Fund (\$5.2 million total funds) to cover a 6% interim rate increase for DD employment services providers; this item was included after discussion during November 2013 Legislative Days.

To support implementation of a new program structure, Program and Design Services (PDS), \$9.9 million total funds and 67 positions (67.00 FTE) are transferred out of APD and into PDS. Technical adjustments and transfers account for a decrease of \$4.4 million total funds and 13 positions (11.80 FTE) for this program.

Another technical change in this program area is a title clarification. To better characterize program clients, DHS is now referring to this program as Intellectual and Developmental Disabilities (I/DD).

The Subcommittee added \$490,000 General Fund (\$1,136,368 total funds) to cover a gap in some CDDP budgets due funding formula changes that left 11 of the programs with budgets below 2011-13 levels. This action corrects that disparity and supports program stability while the Department and the CDDPs are transitioning to a workload, instead of caseload, model for 2015-17 budget development.

#### Program Design Services

The Subcommittee approved the following budget for Program Design Services (PDS): \$20,225,454 General Fund, \$11,026,715 Other Funds, \$78,907,230 Federal Funds, and 253 positions (253.00 FTE). The idea behind establishing this new structure is to capture program design services and some direct services to DHS clients and programs that span across the Department's five major program areas. The budget is created primarily through budget transfers from other programs. The agency's plan is to increase both program utility and transparency by consolidating certain services, which include the following offices: Program Integrity, Licensing and Regulatory Oversight, IT Business Supports, Business Intelligence, and Continuous Improvement.

In addition to budget transfers, also included is an additional \$38 million Federal Funds expenditure limitation to leverage and spend additional federal match received for the Modernization technology project. The project is now housed in IT Business Supports; previously it was under the Self Sufficiency program.

Initially, the resources for each office were expected to continue to be part of each relevant program budget. However, due to budget and accounting system limitations, DHS was having difficulty providing managers and office customers with meaningful, timely, and accurate budget reports. For each program area receiving services, the Department will still be able to report on the nature and cost of services provided.

### Central Services

The budget adjustments included in House Bill 5201 reflect the following net changes for Central Services: an increase of \$542,649 General Fund, a decrease of \$115,287 Other Funds expenditure limitation, and an increase of \$307,909 Federal Funds expenditure limitation. Embedded in these figures is a decrease of \$276,548 total funds associated with technical adjustments and transfers.

### Shared Services

The Subcommittee approved a net increase of \$8.2 million Other Funds expenditure limitation and a net decrease of 9 positions (9.24 FTE). The changes are primarily due to technical adjustments and transfers, including five positions moving from APD and OHA-AMH to Shared Services. An increase of \$1.8 million Other Funds expenditure limitation would allow the budget to support activities in DHS and OHA program affected by 2013-15 policy option packages.

An updated Package 091 Statewide Administrative Savings was approved by the Subcommittee, and includes eliminating fourteen permanent full-time positions. The revised plan also attributes \$2 million in General Fund savings to lower leases, budgeted in Statewide Assessments and Enterprise-wide Costs, instead of Personal Services in Shared Services. The eliminated positions are as follows:

- Financial Services (3 positions, 3.00 FTE) – Principal Executive Manager D, Office Specialist 1, Administrative Specialist 2
- Shared Services Administration (1 position, 1.00 FTE) – Executive Support Specialist 2
- Performance Excellence (2 positions, 2.00 FTE) – Operations & Policy Analyst 3, Operations & Policy Analyst 4
- Human Resources (2 positions, 2.00 FTE) – Principal Executive Manager D, Human Resources Assistant
- Budget/Planning/Analysis (2 positions, 2.00 FTE) – Operations & Policy Analyst 3, Fiscal Analyst 2
- Communications (1 position, 1.00 FTE) – Operations & Policy Analyst 3
- Payment Accuracy & Recovery (3 positions, 3.00 FTE) – Revenue Agent 2, Administrative Specialist 2, Human Services Specialist 4

### Statewide Assessments and Enterprise-wide Costs

The budget adjustments included in House Bill 5201 reflect the following net increases for this program unit: \$11.6 million General Fund, \$29.4 million Other Funds expenditure limitation, and \$7.6 million Federal Funds expenditure limitation. Within these numbers, technical adjustments and transfers account for an increase of \$6.0 million General Fund (\$11.2 million total funds), primarily to align the assessment budget with policy package changes in program budget structures.

In addition, the approved rebalance plan includes a request for \$30 million Other Funds expenditure limitation to support accessing a line of credit. For several biennia, the agency has used a line of credit and borrowed funds from the Treasury to finance prepayments and account for a lag in receipt of certain revenues, including provider taxes. As was done for the 2011-13 biennium, the Subcommittee requests that the Department of Administrative Services (DAS) unschedule the expenditure limitation to be accessed only as needed depending on cash flow issues. The DAS Chief Financial Office and the Legislative Fiscal Office will jointly approve any rescheduling.

An updated Package 091 Statewide Administrative Savings was approved by the Subcommittee, shifting \$2 million in General Fund savings to account for lower leases, instead of Personal Services savings. The agency identified a list of 99 leases that are set to expire over the course of the biennium and will track and document the savings expected to be achieved through improved contracting and negotiating tools. The



Department and the DAS Chief Financial Office has committed to holding budgets associated with these leases at assumed savings level for 2015-17 budget development, regardless of lease negotiation outcomes.

### **Long Term Care Ombudsman**

The Subcommittee approved an increase of \$39,554 General Fund, which fully restores the agency's 2% supplemental ending balance holdback included in the legislatively adopted budget. The restoration will allow the agency to meet budget needs without jeopardizing implementation of Senate Bill 626 (2013), which expanded the duties of the Long Term Care Ombudsman to advocate for residents of care facilities who have mental illness or developmental disabilities.

No changes were needed to reconcile Package 091 Statewide Administrative Savings, leaving the placeholder budget category reductions intact.

To cover costs associated with Senate Bill 1553 (2104), which establishes the Public Guardian and Conservator within the office of the Long Term Care Ombudsman, the Subcommittee approved \$949,183 General Fund, 5 positions, and 2.25 FTE. This new program helps persons without relatives or friends willing or able to serve as guardians or conservators; services range from making care decisions to handling financial issues. Along with providing direct services, the program will set professional standards for and certify guardians and conservators, produce training materials, develop a volunteer program to assist the guardians and conservators, establish an eligibility process for program services, and work with local programs and organizations to provide services.

The fiscal impact includes Personal Services and related Services and Supplies for the following five positions: a Principal Exec/Manager D (Deputy Long Term Care Ombudsman), a Program Analyst 4 (Public Guardian), an Administrative Specialist 2, and two Program Analyst 2 positions (Deputy Public Guardian). Since the program starts mid-biennium, costs for 2015-17 are projected to more than double due to the additional year and anticipated growth. The budget estimate assumes a caseload of 165 clients/wards per year.

## **JUDICIAL BRANCH**

### **Commission on Judicial Fitness and Disability**

The Subcommittee increased General Fund appropriations by \$2,028 to restore 50% of the agency's 2% supplemental General Fund ending balance holdback.

### **Judicial Department**

The Subcommittee increased General Fund appropriations by \$3,086,092 to restore approximately 49% of the agency's 2% supplemental General Fund ending balance holdback. The amounts of the holdback restored include a \$2 million restoration to Operations (approximately 37%). The Judicial Department's 2% ending balance holdbacks on pass-through appropriations received 25% restorations. General Fund increases to Mandated payments and to Third-party debt collection exceeded the 2% holdbacks to those programs. The Subcommittee appropriated \$762,585 General Fund to Mandated payments, to restore both the 2% supplemental General Fund ending balance holdback, and the 5% General Fund services and supplies reduction, included in the legislatively adopted budget. The Subcommittee appropriated \$250,000 General Fund to the Department, and an additional \$700,000 General Fund in a special purpose appropriation to the Emergency Board, for Third-party debt collection

costs. These costs vary with the amount of debt successfully collected. The special purpose appropriation serves as a set aside to provide additional funding if debt collection levels are high enough to make to the funds necessary. The Subcommittee also approved a \$1,300,000 General Fund special purpose appropriation to the Emergency Board for Operations support. The Department may request funds to finance one-time operations investments and service increases.

The Subcommittee reduced the General Fund appropriation for Judicial compensation by \$108,823, and the General Fund appropriation for Debt service by \$144,201. The Judicial Department carries forward any General Fund appropriations from the prior biennium that remain unspent. Carry-forwards in these two areas were larger than anticipated when the budget was approved in the 2013 session, resulting in funding levels that are higher than needed to fund program costs. The two General Fund appropriation reductions reduce support to the levels needed, and will not require any reduction in judicial compensation or debt service payments. The Subcommittee also approved a one-time \$50,000 General Fund appropriation for transfer to the Douglas County court facilities security account, to assist the county in providing needed security protection at the county courthouse. This appropriation will be phased out in the development of the Department's 2015-17 biennium current service level.

Finally, the Subcommittee approved a \$2,565,968 Other Funds expenditure limitation increase for grant-funded programs. The expenditure limitation increase will accommodate expenditure of both currently awarded grants, and of projected renewals of expiring grants at current levels, that support drug and specialty courts, pretrial release programs, and other initiatives. The grant funds are provided by the Criminal Justice Commission and non-state sources.

#### **Public Defense Services Commission**

The Subcommittee increased General Fund appropriations by \$4,868,381 to restore most of the agency's 2% supplemental General Fund ending balance holdback. The amounts of the holdback restored include a 75% restoration to the Appellate Division; 50% restoration to the Contract and Business Services Division; and a full restoration to Professional Services, the portion of the agency's General Fund that finances the Commission's purchases of trial-level public defense services provided by independent contractors and hourly-paid private sector attorneys.

The Subcommittee also increased the General Fund appropriation to the Contract and Business Services Division by \$48,631, to correct the support level for state government services charges in the agency budget. An error in the 2013-15 biennium Governor's recommended budget underfunded support for charges for payroll services.

#### **LEGISLATIVE BRANCH**

The Legislative Branch retains its General Fund reversions from the previous biennium. The legislatively adopted budget included anticipated reversions but adjustments are now needed after the actual amounts are known. The following adjustments are included in the bill:

- The Legislative Administration Committee is increased by \$251,000.
- The Legislative Assembly (Biennial Offices) is decreased by \$251,000.
- The Legislative Assembly (Members – Interim) is increased by \$275,000.
- The Legislative Assembly (Members – Session) is decreased by \$275,000.



- The Legislative Revenue Office is increased by \$13,000.
- The Legislative Fiscal Office is decreased by \$13,000.

The bill includes a restoration of 25% of the 2% supplemental ending balance holdback for all of the Legislative Branch agencies.

## **NATURAL RESOURCES**

### **Department of Agriculture**

The Subcommittee approved a one-time \$125,000 General Fund appropriation for use by Portland State University's Consensus Center to support a balanced task force to begin examining labeling requirements, liability, compensation, budgetary requirements and any other areas relating to genetically engineered agricultural products and recommend if new authorities or statutory changes are needed. The Subcommittee also approved a one-time \$65,000 General Fund appropriation to pay the costs necessary to establish administrative rules and put the program processes in place to be able to issue licenses and permits for industrial hemp production.

Other Funds expenditure limitation was increased by \$430,590 for the food safety program. These funds will be used to hire three new inspector positions (1.75 FTE), which will allow the Department to conduct food safety inspections of facilities on a shorter interval than is currently possible.

The Subcommittee approved the standard 25% restoration rate for the supplemental ending balance reductions, which resulted in the restoration of \$96,102 General Fund. The Subcommittee also approved an updated Package 091 Statewide Administrative Savings, which moved some of the Other Funds reductions from administrative support services to agency programs.

### **Columbia River Gorge Commission**

The Subcommittee restored the full 2% supplemental ending balance holdback of \$17,820 General Fund for the Columbia River Gorge Commission. This action brings the Commission's 2013-15 budget back to parity with the budget adopted by the State of Washington for the agency.

### **Department of Energy**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a part time Office Specialist 1 position (0.63 FTE) and reducing FTE on an Accounting Technician 3 position (-0.58 FTE).

House Bill 5201 includes a net of \$276,190 in additional Other Funds expenditure limitation, to facilitate the expenditure of lottery bond proceeds totaling \$10,152,380. Ten million dollars is intended to be deposited into the Jobs and Energy and Schools Fund and granted by the Oregon Department of Energy to Clean Energy Works Oregon, which will utilize the funding to facilitate the delivery of energy efficiency projects; \$152,380 is for bond-related costs.

### **Department of Environmental Quality**

The Subcommittee approved a \$375,000 General Fund appropriation and three limited duration positions (1.04 FTE) to conduct air toxics monitoring in the Swan Island area. The funds will be used to operate a new air toxics monitor to better understand what air toxics people are exposed to in the vicinity of Swan Island. The monitoring work will continue into the first few months of the 2015-17 biennium, with a roll-up cost of \$120,389 General Fund and three limited duration positions (0.48 FTE).

The Subcommittee approved the standard 25% restoration rate for the supplemental ending balance reductions, which resulted in the restoration of \$130,726 General Fund. The Subcommittee also approved an updated Package 091 Statewide Administrative Savings, which moved some of the reductions from Agency Management to the Air, Water, and Land Quality programs and eliminated 2 positions and 2.50 FTE in Land Quality.

### **Department of Fish and Wildlife**

The Subcommittee approved the transfer of \$613,000 Federal Funds from the Fish Division to Capital Improvement to comply with new federal rules that require states to hold title to any land acquired using federal funds from the Sportfish Restoration Fund. The Department has traditionally used a portion of these funds to partner with the Oregon State Marine Board to improve public boating access. In the past the funds were awarded and a local government held title to any land purchased as part of these projects. The Department will now have to hold title, but local governments will continue to manage and maintain these facilities. The Subcommittee also approved the transfer of \$183,000 Other Funds from the Fish Division to Capital Improvement to replace a condemned residence at the Cedar Creek Hatchery.

The Subcommittee approved the transfer of \$1,104,325 Federal Funds and \$359,548 Other Funds from the Wildlife Division to Capital Improvement to reflect plans to use these monies for land acquisition to increase hunter access, habitat improvement, and for capital improvements to existing facilities. The Federal Funds are from the Pittman Roberts Program (PR) which distributes revenue from a federal excise tax on sporting arms and ammunition. The Other Funds are necessary to meet PR match requirements.

The Subcommittee approved the standard 25% restoration rate for the supplemental ending balance reductions, which resulted in the restoration of \$73,671 General Fund. The Subcommittee also approved an updated Package 091 Statewide Administrative Savings, which eliminated 3 positions and 3.42 FTE in the Administrative Services Division.

### **State Forestry Department**

The Subcommittee approved a restoration of \$457,618 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 50% of the initial holdback for Fire Protection and 25% of the initial holdback for Private Forests. No revisions were needed to implement Package 091 Administrative Savings, consistent with the original placeholder reduction.

The Subcommittee approved \$40 million General Fund to supplement the 2013-15 Department's Fire Protection Division appropriation. The funding covers the estimated state's share of \$75 million in net costs for the 2013 fire season. \$10 million is the deductible on the state's and landowners' insurance policy. The additional \$30 million covers costs that exceeded the state's \$10 million deductible, the landowners' \$10

million deductible, and the insurance policy \$25 million payout. The Department will reconcile the 2013 and 2014 fire seasons and report on total costs during the 2015 Legislative Session.

**Department of Geology and Mineral Industries**

The Subcommittee approved a restoration of \$12,880 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

The Subcommittee approved an updated Package 091 Administrative Savings, moving a portion, primarily in Other Funds expenditure limitation, from personal services to services and supplies.

**Department of Land Conservation and Development**

The Subcommittee approved a restoration of \$59,087 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback. Funds restored include \$24,653 in the grants program for grants, and \$34,434 in the operations and planning program for personal services.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating one position (0.75 FTE) and moving a portion of the reduction from personal services to services and supplies.

**Land Use Board of Appeals**

The Subcommittee approved a restoration of \$7,738 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

**Department of State Lands**

No revisions were needed to implement Package 091 Administrative Savings, consistent with the original placeholder reduction.

The Department is planning an agency-wide reorganization. The Subcommittee approved increasing the Department's Other Funds expenditure limitation by \$135,684. The purpose is securing professional services for business process mapping, review, and improvement recommendations, in support of the reorganization.

The South Slough National Estuarine Research Reserve has received a \$1 million grant award notice from the U.S. Fish and Wildlife Services. The grant will enable the Department to add 240 acres to Reserve property. The Subcommittee recommended increasing Federal Funds expenditure limitation by \$1 million and Other Funds expenditure limitation by \$58,700. The Other Funds provide part of the required match. The remaining match will be provided by in-kind work and contributions from supportive local entities.

**State Marine Board**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings by taking all of the administrative savings in services and supplies. The Board did not have sufficient vacant positions to take additional cuts to personal services.

### **Parks and Recreation Department**

The General Fund reduction taken for the 2% supplemental ending balance holdback was not restored.

No revisions were needed to implement Package 091 Administrative Savings, consistent with the original placeholder reduction.

### **Water Resources Department**

House Bill 5201 includes a 25% restoration of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. The restoration will allow the Water Resources Department to fill a position in the Field Services Division that was held vacant in order to generate the required savings.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, reallocating among expenditure accounts to affect permanent administrative cost reductions. To accommodate the General Fund personal services reduction of \$58,076, a 0.50 FTE grant administration position was reduced to 0.25 FTE. Other Funds personal services reductions of \$28,742 and services and supplies reductions of \$39,053 are allocated entirely to services and supplies.

The Subcommittee included the following budget note:

#### **Budget Note:**

The Water Resources Department will dedicate up to \$2.25 million of the \$10 million net proceeds from the lottery bond sale as authorized by Senate Bill 5533 (2013) or utilize authority under Package 204 in Senate Bill 5547 (2013) for the purposes of matching federal funds for ongoing studies conducted by the United States Army Corps of Engineers to allocate stored water in the Willamette Basin Project Reservoirs and to conduct a comprehensive basin study by the United States Bureau of Reclamation in the Deschutes River Basin. Of the up to \$2.25 million, up to \$1.5 million shall be reserved for the Willamette Basin Project Reallocation and \$750,000 shall be reserved for the Deschutes Basin Comprehensive Basin Study. Any reserved funds remaining after the completion of these two studies shall be made available for other purposes of the Water Supply Development Account as authorized under Senate Bill 839 (2013).

### **Oregon Watershed Enhancement Board**

The Subcommittee increased the Measure 76 Lottery Funds allocations from the Watershed Conservation Operating Fund to the Department of State Police by \$183,060 and the allocation to the Department of Agriculture by \$141,485 to fund state employee compensation changes. The Department of Fish and Wildlife and the Department of Environmental Quality will use existing Measure 76 fund balances to pay for state employee compensation changes and therefore did not need an increase in Lottery Funds allocation.

No revisions were needed to implement Package 091 Statewide Administrative Savings, consistent with the original placeholder reduction.



## **PUBLIC SAFETY**

### **Department of Corrections**

The Subcommittee restored \$26,043,835 General Fund, nearly the full 2% supplemental ending balance holdback. The funding allocation by division is unchanged from the legislatively adopted budget for 2013-15.

- \$17,849,890 in Operations and Health services
- \$4,342,090 in Community Corrections
- \$2,570,120 in Administration, general services, and human resources
- \$1,281,735 in Offender management and rehabilitation

The Capital Improvements 2% holdback was not restored.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating 2 positions and 2.00 FTE in information technology. A portion of the agency's reduction was also moved from personal services to services and supplies.

### **Criminal Justice Commission**

The Subcommittee restored \$69,366 General Fund of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15; this amount represents 25% of the holdback. The Commission will utilize the restored funds for Attorney General costs related to rule-making implementation for the Justice Reinvestment Grant Program established in HB 3194 (2013).

An updated Package 091 Statewide Administrative Savings was approved, that included shifting the full amount of the reduction to services and supplies. This action was taken primarily because the agency's budget is 93% special payments and contains only 9 positions.

### **District Attorneys and Their Deputies**

The Subcommittee restored the full 2% supplemental ending balance holdback of \$209,190 General Fund for the District Attorneys. This action was taken primarily because the agency's budget is 96% personal services and without the restoration the agency would need to reduce district attorney working days.

The Subcommittee added \$240,000 General Fund to the budget of the District Attorneys to provide a one-time \$5,000 compensation increase to the salary plan for each District Attorney effective July 1, 2014. It is the intent of the Subcommittee that this appropriation be used to increase the salary of each District Attorney by the \$5,000 amount regardless of what tier each District Attorney is currently in within the compensation plan.

### **Department of Justice**

The Subcommittee restored the full 2% supplemental ending balance holdback of \$1,212,520 General Fund for the Department of Justice. The Subcommittee, however, repurposed the restoration by restoring the \$1.2 million in the following amounts for the following purposes:

- \$6,000 to the Office of the Attorney General and administration for Project Clean Slate



- \$87,865 to the Crime Victims' Services Division for Oregon Domestic and Sexual Violence Services
- \$25,043 to the Crime Victims' Services Division for Multidisciplinary Teams and Child Abuse Intervention
- \$1,992 to the Crime Victims' Services Division for the Address Confidentiality Program
- \$1,091,620 to the Criminal Justice Division for support of the Internet Crimes Against Children program, the Fusion Center, and district attorneys and law enforcement partners.

The addition of the General Fund to the Criminal Justice Division (\$793,340 personal services and \$298,271 services and supplies) will allow the Department to retain an existing forensic investigator position assigned to the Internet Crimes Against Children program, establish four limited duration positions (3.46 FTE; one PEM-D and three Research Analysts) in support of Fusion Center operations once grant funding ends this biennium, and reestablish two permanent senior assistant attorney general positions (1.16 FTE) and establish one permanent criminal investigator position (0.50 FTE) to provide support to district attorneys and law enforcement partners.

In addition, the Subcommittee approved an increase of \$586,354 Other Funds (\$485,702 personal services and \$100,652 services and supplies) in the Criminal Justice Division for support of the Fusion Center. When the 2013-15 legislatively adopted budget was developed, the Department anticipated receiving grant funding through the Oregon Military Department, Office of Emergency Management, to partially support the Fusion Center. However, the grant award had not been made and the corresponding Other Funds expenditure limitation and position authority were not included in the budget. The Fusion Center continued to maintain operations and the agency now has received the first year grant award and is anticipating a second year award.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a total of four positions and 3.54 FTE and making shifts between personal services and services and supplies. To better align the permanent administrative savings reductions, the Subcommittee made the following adjustments to the original placeholder reduction:

- Office of the Attorney General and administration – added a net \$87,993 Other Funds expenditure limitation increase (increased personal services by \$314,581 and decreased services and supplies by \$226,588) and eliminated 2 positions (2.00 FTE)
- General Counsel Division – reduced the Other Funds expenditure limitation by \$87,993 (personal services) and eliminated 1 position (0.54 FTE)
- Crime Victims' Services Division – no net dollar change, but increased personal services by \$3,400 Other Funds and decreased services and supplies by \$3,400 Other Funds, plus eliminated 1 position (1.00 FTE)

The Subcommittee also authorized \$135,000 General Fund to support the Oregon Crime Victims Law Center.

In addition, to gain a better understanding of work currently underway to identify and evaluate alternative funding models for the agency's programs providing legal support to state agencies, the Subcommittee approved the following budget note:

**Budget Note:**

Costs of legal representation in an increasingly complex modern legal system continue to drive agency budget and policy decisions. The Department of Justice has begun working with the Department of Administrative Services and agencies to

identify and evaluate alternative funding models to improve the stability, affordability, and effectiveness of legal costs for agencies and to encourage pro-active consultation with the Department by agencies.

As the Department of Justice continues with this effort, it shall prioritize developing options for legal services for the Child Welfare program and report on these efforts to the Joint Committee on Ways and Means during the 2015 legislative session. In addition, no later than September 1, 2014, the Department of Justice and the Department of Human Services will also provide a joint written status report to the Legislative Fiscal Office on the specific options under consideration and progress being made on the development of those options.

#### **Oregon Military Department**

The agency received a partial restoration of its 2% ending balance holdback that totaled \$151,000 General Fund. The funds are appropriated to the Operations program to support operations and maintenance costs at the Portland and Kingsley Field airbases. The restoration represents 59% of the initial holdback.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings. The agency was able to reduce its personal services by \$259,280 by eliminating one vacant permanent part-time Fiscal Analyst 3 position in the Administration program (0.50 FTE) and reducing overtime and temporaries. The remaining personal services reduction of \$164,517 was moved to services and supplies and capital outlay. The agency has a plan to find efficiencies in various services and supplies line-items, including in-state travel, office expense, employee training, publications, facilities maintenance, expendable property, as well as other line-items. The capital outlay reduction will be to the automotive and aircraft line-item where the agency has identified savings.

The Subcommittee established a \$385,000 Other Funds Capital Improvement expenditure limitation for the purchase of 1.46 acres of commercial property contiguous to the Department's Forest Grove Readiness Center compound. The property and building will be used as a field maintenance shop for Washington County's National Guard contingent. The source of the Other Funds is the agency's Capital Construction Account. This is a one-time expenditure limitation increase and will not continue into future biennia.

The Other Funds expenditure limitation for the Community Support program was increased by \$1,404,971 for the reimbursement of firefighting expenditures related to the 2013 fire season. This is a one-time expenditure limitation that is not to continue into future biennia.

As part of the agency's compensation plan funding, the Subcommittee approved \$734,800 in General Fund for the Operations program. This adjustment is to partially fund the difference between what the federal government will reimburse the state and recently concluded contract negotiations with the Portland and Kingsley Field airbase firefighter unions. This is a one-time appropriation and will not continue into future biennia.

#### **Board of Parole and Post-Prison Supervision**

The Subcommittee approved a restoration of \$19,825 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

The Subcommittee established a reservation within the general purpose Emergency Fund of \$350,000 for the Board of Parole and Post-Prison Supervision (BPPPS) for replacement of the Parole Board Management Information System (PB MIS). Allocation of the reservation is contingent upon the Board providing a project budget, project plan, and periodic status reports. BPPPS may request allocation of the reservation from the Emergency Board after the Legislative Fiscal Office approves the project budget and project plan.

#### **Department of State Police**

The Subcommittee restored \$2,351,854 General Fund of the 2% supplemental ending balance holdback for the Department of State Police. This represents 50% of the total 2% holdback. The agency will use the restored amount to fund the hire of 20 troopers and the purchase of 18 vehicles and associated equipment in September 2014.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating a total of one position and 1.50 FTE, permanently shifting funding for three administrative positions from General Fund to Other Funds, and reducing capital outlay for the Dispatch Centers and Information Technology Services.

#### **Department of Public Safety Standards and Training**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings by taking all of the administrative savings in services and supplies.

#### **Oregon Youth Authority**

The Subcommittee approved a restoration of \$1,367,729 of the 2% supplemental ending balance holdback that was included in the agency's original legislatively adopted budget for 2013-15. That represents 25% of the initial holdback.

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, eliminating 5 positions and 2.79 FTE; these are administrative support type positions. A very small portion of the agency's reduction was also moved from personal services to services and supplies.

### **TRANSPORTATION**

#### **Department of Aviation**

The Subcommittee approved an updated Package 091 Statewide Administrative Savings, moving a small amount from personal services to services and supplies.

#### **Department of Transportation**

The General Fund reduction taken for the 2% supplemental ending balance holdback was not restored. The Subcommittee approved an updated Package 091 Statewide Administrative Savings. A portion of the agency's reduction was moved from personal services to services and supplies.

The Seniors special purpose appropriation, described on page 47, provides \$4 million General Fund to the Department for additional Elderly and Disabled Transit support.







## Oregon Youth Authority

### AGENCY SUMMARY

The Oregon Youth Authority (OYA) serves youth offenders ages 12-25 who have committed crimes prior to their 18<sup>th</sup> birthday. OYA is responsible for the supervision, management, and administration of youth correctional facilities, state probation and parole services, community out-of-home placements for youth offenders, and other functions related to state programs for youth corrections. The agency:

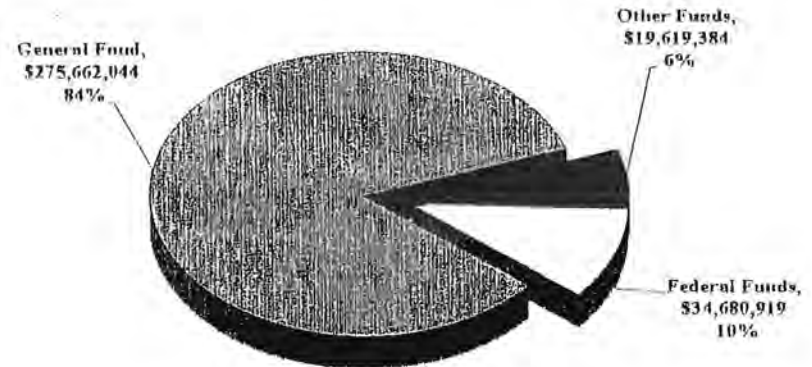
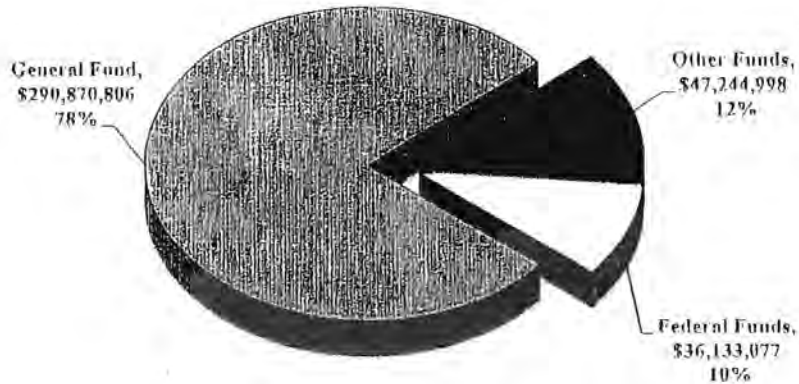
- Exercises legal and physical custody of youth offenders committed to OYA by juvenile courts, and
- Exercises physical custody of youth offenders committed to the Oregon Department of Corrections by adult courts and placed with OYA.

### Budget Summary

#### Total Funds Comparison—OYA 2015-17 Governor’s Budget and 2013-15 Legislatively Approved Budget

**2015-17 Governor’s Budget**  
**\$374,248,881 Total Funds**

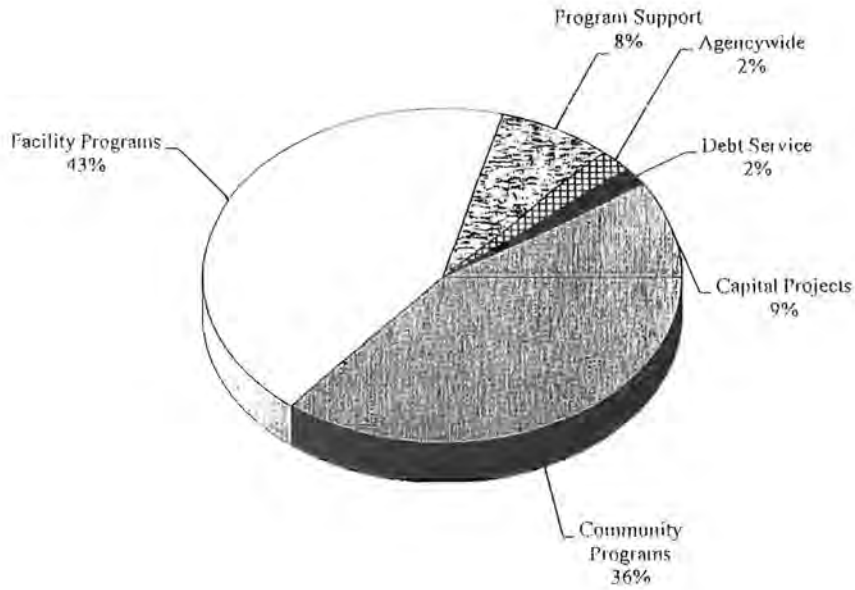
**2013-15 Legislatively Approved Budget**  
**\$329,962,347 Total Funds**



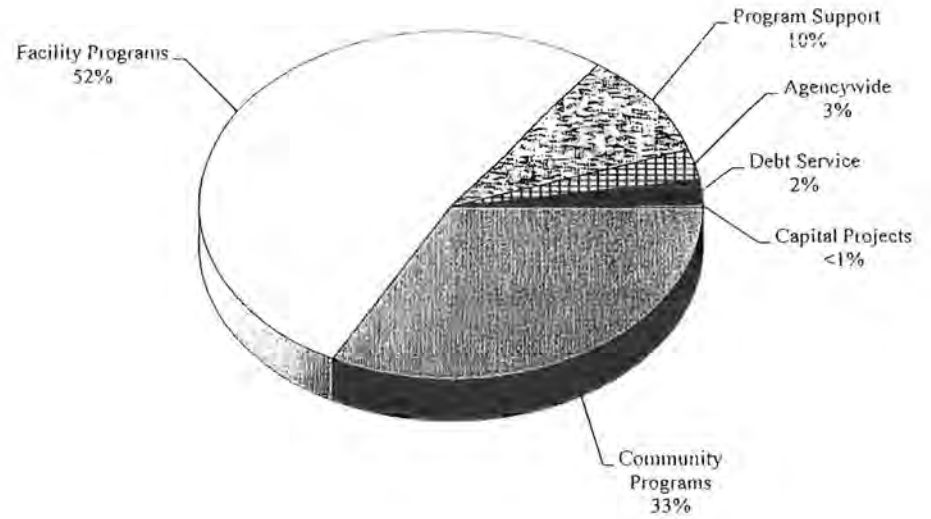
# Budget Narrative

## OYA 2015-17 Governor's Budget Total Funds and General Fund

2015-17 Governor's Budget by Program  
\$374,144,837 Total Funds



2015-17 Governor's Budget by Program  
\$290,870,806 General Fund



# Budget Narrative

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## **Statutory Authority**

Statutory authority for Oregon Youth Authority (OYA) services is found in Oregon Revised Statutes Chapters 419 and 420.

## **Mission**

The mission of OYA, as described in ORS Chapters 419 and 420, is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments. We accomplish this mission by providing or contracting for evidence-based and research-informed treatment, classroom education, vocational education, and opportunities for positive community engagement.

## **Vision**

Our vision is that youth who leave OYA will go on to lead productive, crime-free lives. This vision reflects our philosophy that it is important for youth to not only remain crime-free, but also to build positive lives for themselves, their loved ones, and their communities. By becoming productive and contributing members of society, youth can help create safer, healthier communities.

## **Values**

The core values that guide OYA are:

- Integrity – As stewards of the public trust, we display ethical and honest behavior in all that we do.
- Professionalism – We practice unwavering adherence to professional standards and perform our work competently and responsibly.
- Accountability – We conduct our jobs in an open and inclusive manner, and take responsibility for the outcomes of our performance.
- Respect – We treat others with fairness, dignity, and compassion, and we are responsive to their needs.

## **Goals**

OYA's key goals are to achieve our mission and vision by ensuring:

- A highly efficient and effective organization;
- An integrated safety, security, and youth reformation system;
- Engaged, healthy, and productive youth;
- An engaged, culturally responsive, and successful workforce; and
- Collaborative, communicative, and transparent leadership.

# Budget Narrative

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## Agency 2015-17 Strategic Plan

OYA maintains and regularly updates a short-term strategic plan as well as one that looks 10 years ahead. The 2015-17 strategic plan is organized to support the agency's five key goals. Each goal has two primary objectives supported by several strategic actions. The strategic actions are designed to help achieve the objectives and goals in alignment with the agency's mission and vision.

### Goal 1: A highly efficient and effective organization:

- Efficient and effective operating processes
  - Consistently use validated assessment tools to inform placement and treatment decisions
  - Enhance employees' ability to incorporate risk considerations into policy and procedure planning
  - Consolidate facilities audit reporting
- Efficient and effective supporting processes
  - Align resources within the budget to support implementation of the Youth Reformation System
  - Continue to infuse OYA's culture of Positive Human Development into new and ongoing employee training programs
  - Implement performance-based contracting
  - Transform JJIS into a secure wirelessly accessible Web-based application to improve ease of user access
  - Develop mobile JJIS applications for the use of staff and county partners
  - Establish a JJIS warehouse

### Goal 2: An integrated safety, security, and youth reformation system

- Ensure a safe and secure environment for youth, staff, and visitors
  - Align staff safety and security training with the agency's culture of Positive Human Development
  - Align facility and community resources with youth needs
  - Manage facility glide path in alignment with youth population projections and best practices in youth management
  - Determine facility and unit designs to support OYA's Youth Reformation System and Positive Human Development
  - Ensure continued compliance with federal Prison Rape Elimination Act standards
  - Consistently use validated data resources to enhance technical assistance to community providers
- Increase positive youth outcomes
  - Develop plans and processes to encourage and support active family engagement
  - Develop treatment delivery strategies to improve effectiveness with minority youth
  - Train all staff in Collaborative Problem Solving
  - Train all facility staff in delivery of trauma-informed care
  - Establish treatment and curricula goals as part of the rollout of the Program Evaluation Continuum
  - Establish treatment curricula outcome measures and pre- and post-testing

# Budget Narrative

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## **Goal 3: Engaged, healthy, and productive youth**

- Accountable and productive youth
  - Enhance opportunities for meaningful victim restitution
  - Enhance Multidisciplinary Team functioning
- Engaged and healthy youth
  - Implement electronic health records
  - Provide consistent, system-wide mental health care

## **Goal 4: An engaged, culturally responsive, and successful workforce**

- Engaged and successful workforce
  - Create a 10-year Facilities Utilization Plan that incorporates a culture of Positive Human Development into facility design
- Culturally responsive and diverse workforce
  - Develop a cultural competency and responsiveness training curriculum and ongoing education program

## **Goal 5: Collaborative, communicative, and transparent leadership**

- Collaborative leadership
  - Create a position to coordinate volunteer programs within facilities
  - Implement a statewide collaborative re-entry model
  - Expand volunteer support from the community to an average of two hours per youth per month by the end of 2015
  - Expand volunteer support from the community an average of four hours per youth per month by the end of 2017
- Communicative and transparent leadership
  - Enhance the agency's Web site to create a more user-friendly experience
  - Enhance the agency's intranet to improve staff access to information
  - Enhance manager-to-staff communications by providing key talking points after each meeting

## **Oregon's Juvenile Justice System**

Along a risk-based continuum from least restrictive to most restrictive environments, Oregon's juvenile justice system provides an array of appropriate interventions, sanctions, and levels of supervision aimed at keeping the public safe and helping youth achieve productive, crime-free lives. OYA is a key partner in this continuum.

In general, youth are first referred to county juvenile departments, although a small number of youth enter directly into OYA custody, depending on their crime. The agency serves the state's most delinquent youth, whose criminal activities include murder, rape, arson, robbery, other violent and anti-social behaviors, gang activity, and substance abuse.



## Budget Narrative

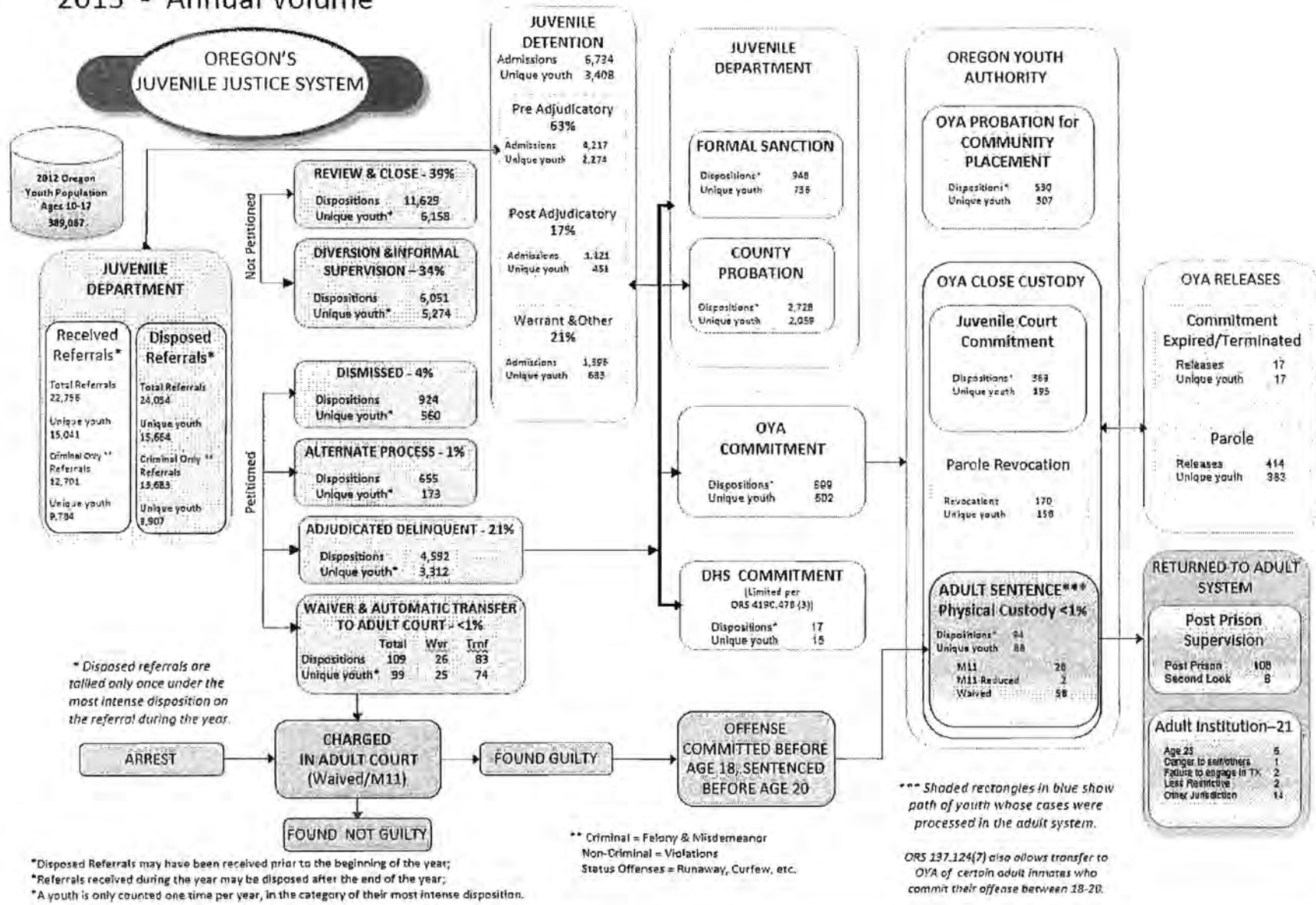
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Juvenile courts may commit youth to OYA for either out-of-home probation placement or incarceration in a state youth correctional facility. Youth adjudicated as juveniles may be paroled from OYA close-custody facilities to community supervision, but can be returned to close-custody if they violate their parole requirements or commit a new crime. In addition, OYA takes physical custody from Department of Corrections (DOC) of youth convicted in the adult system. Many of these youth complete their time at OYA and then transition into a period of post-prison supervision, but others transfer to DOC at the age of 25 to complete their sentences.

The chart on the following page gives more detail about the many ways youth encounter and are served by Oregon's juvenile justice system.

# Budget Narrative

## 2013 - Annual Volume



# Budget Narrative

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## **Agency Program Descriptions**

Once a youth is placed with OYA, the agency provides a range of assessments during the intake process. These include physical health exams, mental health screenings, risk/needs assessments, and other behavioral and emotional assessments. This battery of exams and assessments help staff determine a youth's likelihood of acting out within the first 90 days, the youth's overall risk to recidivate, the youth's specific treatment needs, and any other factors that will affect the youth's care. This information guides staff in making decisions about the optimal placement, treatment, and length of stay for youth under OYA's supervision. This overall system is called the Youth Reformation System (YRS).

OYA is statutorily mandated to provide youth with appropriate reformation services. To do this, OYA is organized into several key service areas that all contribute to the success of the youth the agency serves:

- **Operational Services**
  - Community Services – Oversees youth who are on probation or parole in communities, provides case management services for all youth in close custody, and oversees Oregon's participation in the Interstate Compact for Juveniles.
  - Facility Services – Oversees the youth in OYA's seven close-custody correctional facilities and three close-custody transitional facilities.
  - Health Care Services – Provides medical and psychiatric care for all youth in close custody, educates youth about how to manage their health, and promotes healthy lifestyles.
- **Support Services**
  - Director's Office – Provides leadership for agency operations. Functions include the offices of Communications, Inclusion and Intercultural Relations, Internal Audits, Performance Management, Professional Standards, Public Policy and Government Relations, Research and Data Analysis, Rules and Policy Coordination, and the Youth Reformation System.
  - Business Services – Provides support through the offices of Accounting, Budget and Contracts, Human Resources, Physical Plant Operations, and Training.
  - Office of Inclusion and Intercultural Relations – Provides oversight and support to ensure all youth receive culturally responsible and appropriate services and support.
  - Information Services – Oversees and maintains the agency's information technology infrastructure, and provides technical support for the Juvenile Justice Information System serving OYA and the counties.
  - Treatment Services – Oversees the cognitive and therapeutic treatment youth receive to break their cycle of criminogenic thoughts and behaviors.

More details about each of these service areas are provided in their separate sections of this document.

## Budget Narrative

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### **Environmental Factors**

Several environmental factors play a significant role in affecting OYA's operations. These include:

- A declining number of referrals – The number of juveniles in Oregon committing crimes has been declining for the past 10 years, mirroring the national trend.
- The changing nature of the youth we serve – One of the results of the lower number of youth entering OYA's custody is that those who do come to us present more complex issues and are more challenging to treat.
- Disproportional representation – The demographics of youth placed with OYA continue to look different from the demographic makeup of youth in Oregon. OYA sees a lower percentage of White and Asian American youth than in the general population, and a greater percentage of African American, Latino, and Native American youth.
- PREA staffing requirements – New requirements established by the federal Prison Rape Elimination Act require increased staffing and other security measures.
- New and improved identification, prevention and intervention techniques – Research and evidence are leading to better methods of reducing a youth's likelihood of coming into contact with the juvenile justice system. This information may help drive down the disproportional representation of certain demographic groups within the juvenile justice system as more successful interventions are rolled out for youth in all demographic groups.
- Emerging research into juvenile brain development and best practices in interventions, treatment programming, and physical environments within youth correctional facilities – New information about how to bend down the recidivism curve is leading to changes in practices and physical plants.

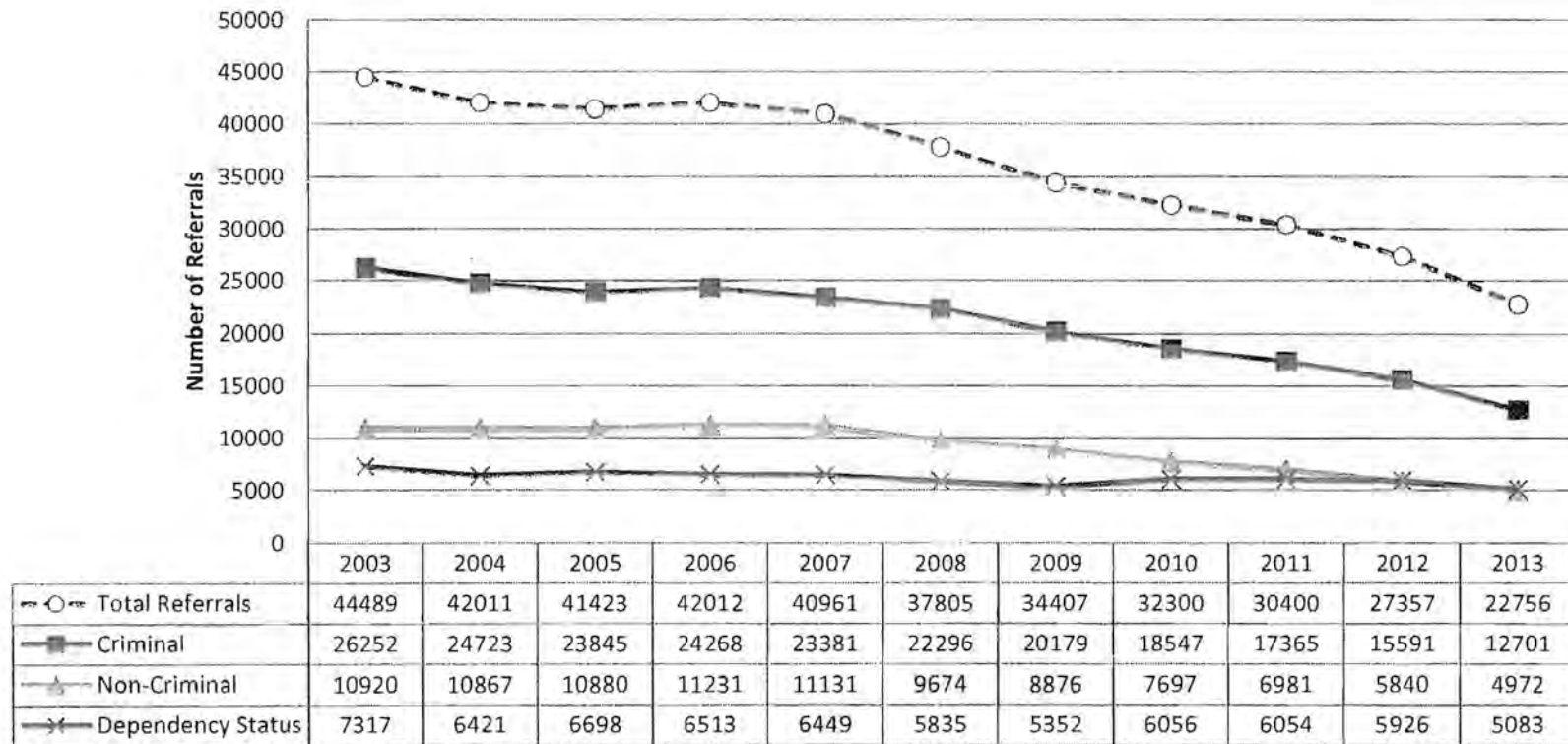
Several of these environmental factors are explained in more detail in the following pages.

# Budget Narrative

## Environmental factor: Declining youth referrals

In line with national trends, the number of youth being referred to the juvenile justice system (at both the local and state levels) has been declining for the past several years. The chart below provides information about this trend.

### Referrals to the Juvenile Justice System 2003 - 2013



Source: JJIS Report 0058s - Referral Report by Referral Received Date 8/6/14

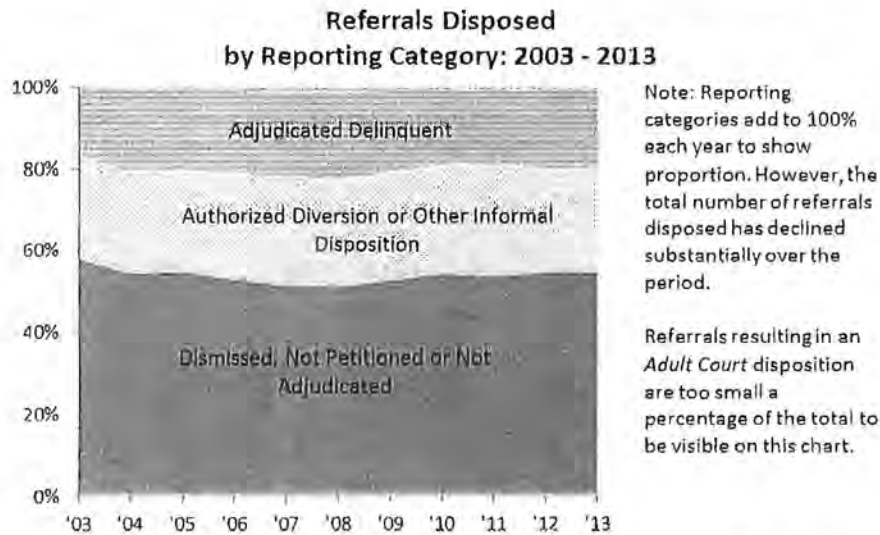


# Budget Narrative

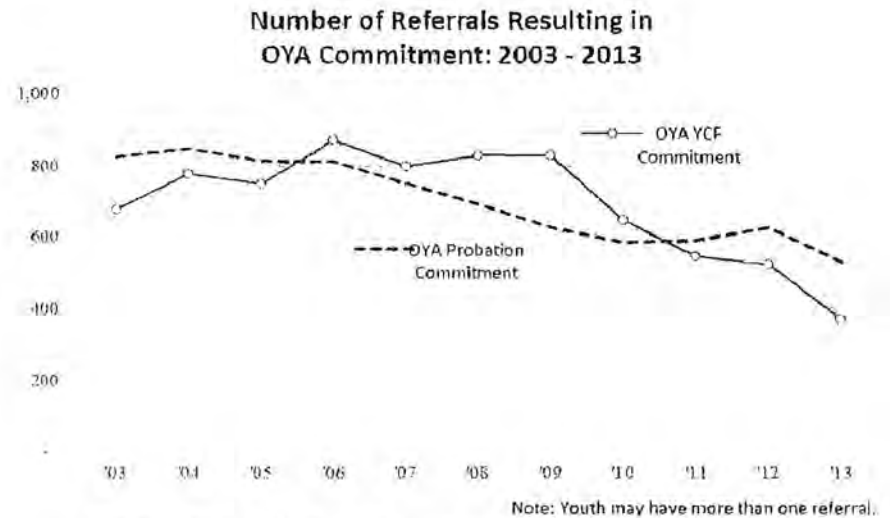
Each referral is disposed in some manner. Over half of all referrals disposed in 2013 were dismissed, not petitioned, or not adjudicated. A quarter of the referrals disposed received diversion or some type of informal sanction.

As a result of the declining number of referrals, the number of youth entering OYA custody has been trending downward.

OYA supervises youth offenders who have been determined by courts to require correctional intervention in the most restrictive setting in Oregon's juvenile justice continuum. The juvenile court commits youth to OYA for either an out-of-home probation placement or incarceration in a state juvenile close-custody facility. Juveniles paroled from OYA facilities are supervised in the community, but may be revoked to close custody for a parole violation or new crime. In addition, OYA takes physical custody from DOC of youth convicted in the adult system. Some of these youth complete their time at OYA and then begin a period of post-prison supervision, but others will transfer to DOC to complete their sentences.



Nineteen percent of referrals were adjudicated delinquent in 2013.



Referrals resulting in commitments to OYA Probation and OYA Youth Correctional Facilities have declined in recent years.

## Budget Narrative

### Environmental factor: Characteristics of youth committed to OYA

Youth who are placed with OYA are likely to have one or more serious issues.

#### Mental Health and Substance Use

	Female	Male	Facility	Community
Past Suicide Behavior	23%	7%	10%	9%
Diagnosed Mental Health Disorder (excluding Conduct Disorder)	89%	70%	76%	69%
Drug or Alcohol Abuse or Dependence	71%	63%	81%	70%
Co-occurring disorders: diagnosed with alcohol or drug abuse/dependence and a mental health disorder.	64%	45%	57%	40%

#### Other Issues

	Female	Male	Facility	Community
Special Education	33%	32%	32%	33%
Youth is the Biological Parent of a Child	9%	12%	13%	11%
Youth has a history with child welfare	61%	38%	33%	47%
Biological parents have a psychiatric history	35%	24%	27%	24%
Parents Used Alcohol or Drugs	79%	64%	64%	68%

Data source: OYA Youth Biopsychosocial Summary, 2014

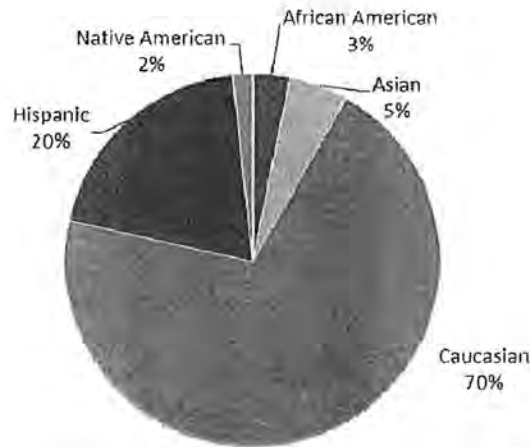
# Budget Narrative

## Environmental factor: Disproportional representation

Based on Oregon's demographics, Oregon, like the rest of the nation, continues to see a disproportionately high number of youth of color entering the juvenile justice system.

Statewide At-Risk Population

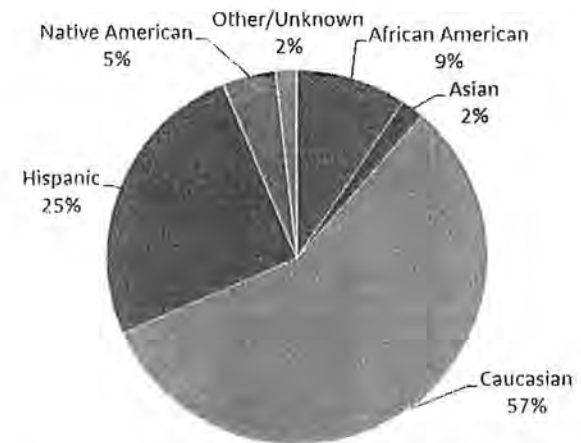
Oregon population, age 10 - 17



\*Estimated breakouts of all Oregon youth by race/ethnicity.

OYA Population

All OYA Youth



Race/ethnicity of all youth under OYA supervision on 7/7/14

\*Data source: Puzzanchera, C., Sladky, A. and Kang, W. (2013). "Easy Access to Juvenile Populations: 1990-2012." Online. Available: <http://www.ojjdp.gov/ojstatbb/ezapop>

## Budget Narrative

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### **Environmental factor: PREA requirements**

The 2003 U.S. Prison Rape Elimination Act creates new requirements to ensure the safety and security of youth placed in close-custody facilities. These requirements include enhanced video monitoring, changes to facility layouts and other security features, and an enhanced staff-to-youth ratio. The most recent report outlining OYA's compliance with PREA standards can be found on OYA's Web site at [www.oregon.gov/OYA](http://www.oregon.gov/OYA).

### **Environmental factor: New and improved identification, prevention and intervention techniques**

OYA is leading a multi-agency effort to gather and analyze data from across disciplines to determine factors that correlate with a youth's likelihood of coming into contact with the juvenile justice system. This information, added to current research into youths' risk and needs, is leading to new and more effective methods of interrupting the trajectory of increasing problematic and delinquent youth behavior, which may in turn further reduce the number of youth entering OYA's custody and reduce disproportional contact among some ethnic groups.

### **Environmental factor: Emerging research**

Emerging research into juvenile brain development and best practices in interventions, treatment programming, and physical environments is leading to proposed changes in operational practices and physical plants. These changes have the potential to increase short-term costs, but also to result in long-term recidivism reduction.

### **Key Agency Initiatives and Accomplishments**

The 2013-15 biennium was marked by an expanded use of research and data to help increase agency efficiency and effectiveness; inform youth services and improve outcomes; and collaborate with other agencies and jurisdictions to address systemic issues. These accomplishments will serve as a foundation for achieving even greater successes in the years ahead. Specific accomplishments follow.

### **OYA Performance Management System (OPMS)**

In 2010, OYA began implementing an agency-wide, outcomes-based management system that subsequently has been cascaded throughout the organization. OPMS approaches performance management from two perspectives: working "in" the business and working "on" the business. The former describes the agency's efforts to systematically improve the services it provides to youth. Working "on" refers to OYA's robust strategic planning activities.

OYA actively manages its routine work performance by defining, mapping, measuring, monitoring, scoring and improving processes that contribute to providing effective reformation services to youth. Through OPMS, the agency addresses opportunities and obstacles with speed and precision. Every quarter, direct care and administrative staff, managers, and executive leadership assemble to review the agency's progress on more than 100 measures. When data indicate a need for improvement, action plans are launched that employ formal and informal process improvement methodologies. Seven-Step Problem-Solving is the formal method most often employed, and these efforts are facilitated by a member of the OYA Process Improvement Team.

## Budget Narrative

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Because the mapping and the metrics are meaningful to the people who perform the work, OPMS connects individual employee efforts to the agency's mission, vision and key goals, ensuring a "line of sight" for staff from their daily work to the agency's strategic priorities. Additionally, OPMS cuts red tape and encourages employees to contribute directly to their work unit's performance by empowering them to improve work processes on their own initiative.

For major strategic initiatives, OPMS offers a rigorous and disciplined planning methodology to achieve project goals. Known as "breakthrough plans," strategic initiatives are used to develop a new capability or to improve the performance of complex existing processes. Effective project implementation is critical. OYA's two strategic priorities are OPMS itself and the Youth Reformation System. The breakthrough plans help support the agency's ability to achieve its two strategic priorities.

So far in the 2013-15 biennium, the agency's process improvement efforts have included the following notable results:

- a) OYA's self-imposed two-year policy review standards to equal 94% in compliance.
- b) 26% increase in agency compliance with Oregon laws, rules and agency policies to ensure 100% of facility temporary employees are correctly appointed and documented.
- c) Increased clarity and understanding of parole revocation data by modifying methodology in reporting revocation data.
- d) Created manual and formal training for new mental health professionals.
- e) Created standard process for Professional Standards Office complaint responses from the Community Resources Unit, resulting in decreased response time.
- f) Created standard process for foster care referrals.
- g) Improved Information Services help desk efficiency.
- h) Enhanced family involvement at North Coast Youth Correctional Facility.
- i) Created recommendations for improved employee engagement.
- j) Improved Quarterly Target Reviews through observation and evaluation.
- k) Designed and introduced five tools to help sustain OPMS and process improvement at the unit level.

Additionally, OYA's process improvement efforts spilled over into other agencies. OYA is:

- a) Forming and leading a statewide users' group of performance managers.
- b) Providing problem-solving training and facilitation to two agencies (Lottery and Oregon Department of Corrections).
- c) Introducing OPMS to DOC, Veterans Department, Military Department, Oregon Department of Transportation, and the Washington Department of Commerce.
- d) Sharing OPMS implementation resources with DOC.
- e) Training 50 Lottery staff in facilitation.
- f) Instructing the Idaho Department of Revenue in 7-Step Problem-Solving.
- g) Providing process instruction to more than 60 guests from other agencies for conducting quarterly target reviews.



## Budget Narrative

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- h) Sharing with other state agencies OPMS collateral materials developed by OYA.

### **Youth Reformation System**

The ideal juvenile justice system protects the public by minimizing recidivism, promoting positive youth outcomes, and providing treatment in the least restrictive environment. Despite many sincere efforts, few juvenile justice systems effectively approximate the ideal state. Many juvenile justice systems struggle in achieving outcomes not because of a lack of effort, experience, or genuine concern for the youth, but because these systems suffer from a lack of information. Juvenile justice professionals with incomplete information cannot always determine the best treatment option for each youth. Making a less-than-optimal placement decision for a given youth has potential consequences that are far reaching. Youth may have unnecessarily long commitments, may be over- or under-exposed to treatment, or may receive ineffective treatment. As a result, systems may see increasing costs without achieving increased benefits.

The outcomes of OYA's decision-making are varied and – more importantly – quantifiable. The Youth Reformation System, or YRS, is an initiative launched by OYA and its community partners in early 2013 that helps achieve OYA's vision for the youth we serve – that upon leaving our custody they go on to lead productive, crime-free lives. YRS relies on research and data to help inform the judgment, expertise and experience of OYA staff by providing critical data for staff to use in making decisions about the best placements and interventions for youth. YRS is based on the core principle that detailed, customized, research data can be used to work with youth to help them make better decisions, support them in making positive life changes, achieve fewer returns to the juvenile justice system, and create safer communities.

YRS is responsive to the entire Oregon juvenile justice system in an effort to remove silos and reduce barriers to service users. YRS is designed to be collaborative and inclusive to consider the risks, needs and voice of youth, families, agencies, and stakeholders. YRS is taking a unique approach to implementation by creating cross-sectional inclusive teams of internal employees, partners, stakeholders, contracted providers, and service users, and is working with professional groups to seek feedback, technical assistance, academic review, and external research to validate tools and data.

Milestones to date include:

- February 2013 – Launch of the Youth Reformation System
- Spring 2013 – Implementation of YRS tools
- Fall 2014 – Application of Positive Human Development culture review
- Summer 2014 – External validation complete of YRS tools
- Fall 2014 – Operationalize data informed success rates

A key feature of YRS is the use of predictive analytics. Broadly defined, predictive analytics is a technique used to predict future behavior based on past events and to anticipate the impact of changes on those outcomes. It easily can be applied in placement and treatment decisions to predict youth outcomes that are likely to occur for youth. These models can inform placement decisions by identifying the placement most likely to support the desired outcome. Predictive modeling enables staff to determine the probability a youth will achieve a desired outcome if placed in a close-custody

## Budget Narrative

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setting, and whether that probability is higher or lower than other placement options available, such as community residential treatment programs or substitute care.

### **Feeder system study**

At the same time OYA is improving its placement and treatment processes, the agency believes it is not enough to provide the right services once a youth enters the juvenile justice system. Ideally, youth, their families, and their communities would benefit more if ways were found to use predictive analytics to identify at-risk youth and divert them from a potentially criminal trajectory before they commit a crime. To that end, OYA currently is engaged in a collaborative project with a number of sister agencies that links together data from multiple systems in an attempt to identify individual and family-level characteristics, service usage patterns, and education and employment factors that perpetuate (i.e., “feed”) the cycle of poverty and criminal justice involvement. Linkable data are being gathered from the Oregon Department of Human Services Child Welfare and Self-Sufficiency divisions; Oregon Health Authority Medical Assistance, Alcohol and Drug Treatment Services, and Mental Health Treatment Services divisions; Oregon Employment Department; Oregon Department of Education; Oregon State Police; and Oregon Department of Corrections. These data resources are being combined with information from OYA’s Juvenile Justice Information System.

In general, this project is characterized by several distinct goals. First, it is OYA’s goal to use data to discover links between social/human service program access, education, employment, and criminal justice system involvement. This information could allow our researchers to identify characteristics and patterns that tend to influence the likelihood of certain specified outcomes including unemployment or underemployment, criminal justice involvement (e.g., incarceration), and the need for income-based social services (e.g., cash assistance). Furthermore, we anticipate being able to *quantify* this likelihood through the development of actuarial risk equations.

The second goal is to collaborate with other state agencies and local partners to develop recommendations based on our findings. It is our hope that we can make data-driven recommendations that aid in the prioritization of resources that 1) reduce or prevent these negative outcomes, and 2) increase positive outcomes for children and families in Oregon. We hope to be able to provide data that will enable the most cost-effective use of resources at various points along the social service and juvenile justice systems to divert youth from OYA and criminal justice system involvement.

### **Positive human development**

OYA is implementing YRS within a culture of positive human development. Positive human development occurs when everyone – staff and community partners, youth, their families, and providers – work collaboratively and use evidence-based research to support youth reformation through ensuring safety and security, high expectations and accountability, meaningful participation, caring and supportive relationships, and community connections.

An example of positive human development in action can be found in OYA’s adoption of Collaborative Problem Solving (CPS) to address behavioral issues among youth. CPS is an evidence-based intervention to assist youth in solving problems in a trauma-informed and mutually-satisfactory manner. The goal of CPS is to reduce behavioral problems and teach youth to self-identify triggers for misbehavior and find more

## Budget Narrative

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productive ways to deal with emotional and stressful issues. To date, OYA's Treatment Director has facilitated nearly 40 introductory CPS trainings for OYA employees and contract providers in close-custody facilities and the community. Approximately 116 staff have completed Tier I CPS training, 23 have completed Tier II CPS training, and 7 have attended combined Trauma-Informed/CPS trainings facilitated by international experts. OYA's Treatment Director, Dr. Vail, is a Certified Trainer in CPS, and represents OYA on a variety of statewide and national committees. OYA currently is partnering with one of its educational school districts as well as the Oregon State Hospital to provide support in implementation of CPS with children and adults in various systems throughout the state.

OYA is also in the process of implementing the Thinking Skills Inventory (TSI), as an aspect of the YRS Program Evaluation Continuum, to assess the development of youths' cognitive skills through interventions such as Collaborative Problem Solving. Initial implementation of CPS training and the TSI have provided OYA employees with improved skills and tools to work with youth in a trauma-informed and supportive manner, addressing problems in mutually satisfactory and socially appropriate ways, while building skills to become productive, crime-free citizens.

### **Major information technology projects and initiatives**

OYA is embarking on four key information technology projects. These are:

- Moving to the use of electronic health records (EHR) for all youth in OYA custody;
- Making upgrades to the Juvenile Justice Information System (JJIS) to improve access and capabilities;
- Moving to a data warehouse concept to improve OYA's ability to compile, sort and mine information; and
- Adopting modern education technology systems for youth in close-custody facilities.

### **Electronic health records**

OYA is in the process of implementing an electronic health records system that includes electronic medication administration records. The goal is to ensure portability of medical records when youth transfer to another facility or return to the community, and to reduce medication errors while youth are with OYA. This system will replace the paper-based and spreadsheet system currently in use, and will assist OYA in providing appropriate medical care to youth in custody.

### **Education technology**

OYA is introducing computer-based education programs for youth to expand their access to classroom education opportunities. Research demonstrates that the more education youth receive, the less likely they are to recidivate. The new education technology will provide low-cost access to a wider range of education programs than currently is available to youth in close-custody facilities.

## Budget Narrative

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### **Criteria for 2015-17 budget development**

The Oregon Youth Authority is statutorily required to protect the public, hold youth offenders accountable, and provide opportunities for reformation in safe environments. OYA must provide all youth offenders with appropriate services whether placed in OYA close-custody facilities or supervised in the community. Throughout the development and evolution of the agency's budget, each expenditure has been closely scrutinized to minimize administrative costs and maximize direct service delivery and outcomes for youth. Because service efficiencies within the organization have been maximized, any budget reduction will result in a reduction of essential service programs.

### **Key Performance Measures**

OYA continues to track its progress through 14 Key Performance Measures. These measures track:

1. Youth escapes
2. Youth runaways
3. Youth-to-youth injuries
4. Staff-to-youth injuries
5. Suicidal behavior among youth
6. Intake assessments
7. Correction treatments
8. Educational services
9. Community re-entry services
10. School and work engagement
11. Restitution paid by youth
12. Parole recidivism
13. Probation recidivism
14. OYA customer service

Detailed reports about each KPM appear on the following pages.



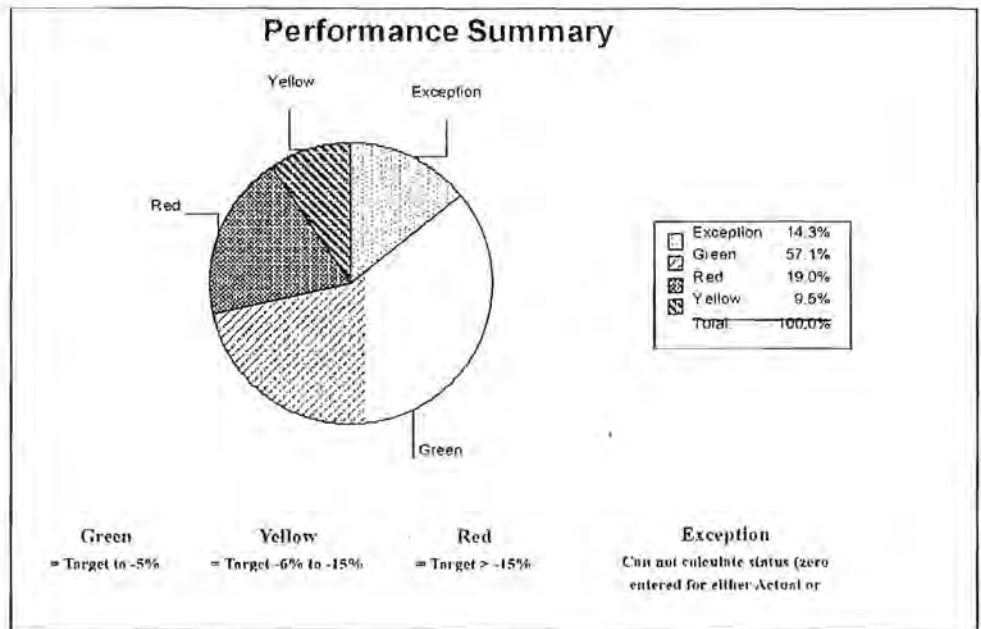
2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	ESCAPES - Number of escapes per fiscal year.
2	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.
3 a	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth 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.



2013-2014 KPM #	2013-2014 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 2015-2017
	<p>Title:</p> <p>Rationale:</p>

<b>YOUTH AUTHORITY, OREGON</b>		<b>I. EXECUTIVE SUMMARY</b>	
<b>Agency Mission:</b> OYA's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.			
<b>Contact:</b> Fariborz Pakresht, Director		<b>Contact Phone:</b> 503-373-7212	
<b>Alternate:</b> Joe O'Leary, Deputy Director		<b>Alternate Phone:</b> 503-373-7212	



**I. 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 2013 OYA reached or outperformed targets on 47.6 percent of its performance measures (coded as green); fell just short of meeting its targets on 19 percent of KPMs (yellow); and fell below its targets on 19 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 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.

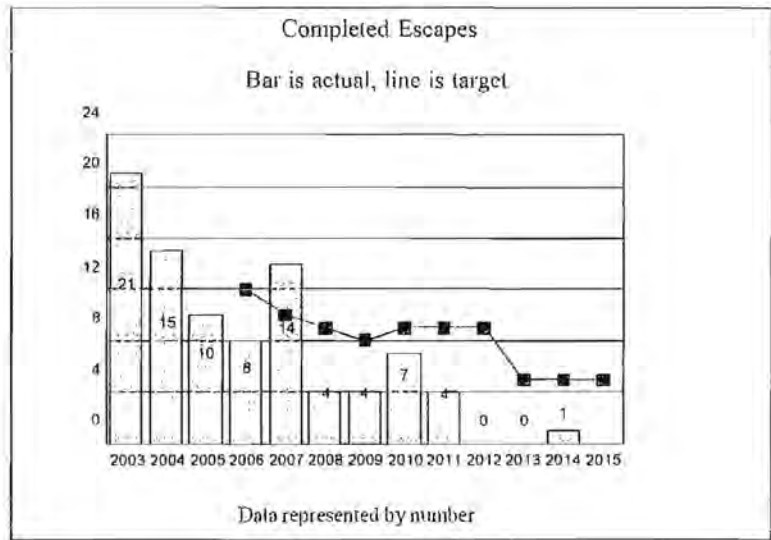
Documentation practices: OYA has developed software for staff to document work activities. This software is used to track and analyze data for the performance measures. Many of the documentation processes are new and evolving. Staff still are learning how to use the software and developers are making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

## **5. RESOURCES AND EFFICIENCY**

The legislatively approved budget for the 2013-15 biennium is \$329,962,347 Total Fund; which \$275,662,044 is General Fund.



<b>KPM #1</b>	ESCAPES - Number of escapes per fiscal year.	2003
<b>Goal</b>	YOUTH CUSTODY AND SUPERVISION Maintain custody of youth admitted to facilities by preventing unauthorized exit.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 258d	
<b>Owner</b>	Clint McClellan, Assistant Director, Facilities Services 503-378-6553	



**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 2013. 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 four. 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 2013 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 2013.

## 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

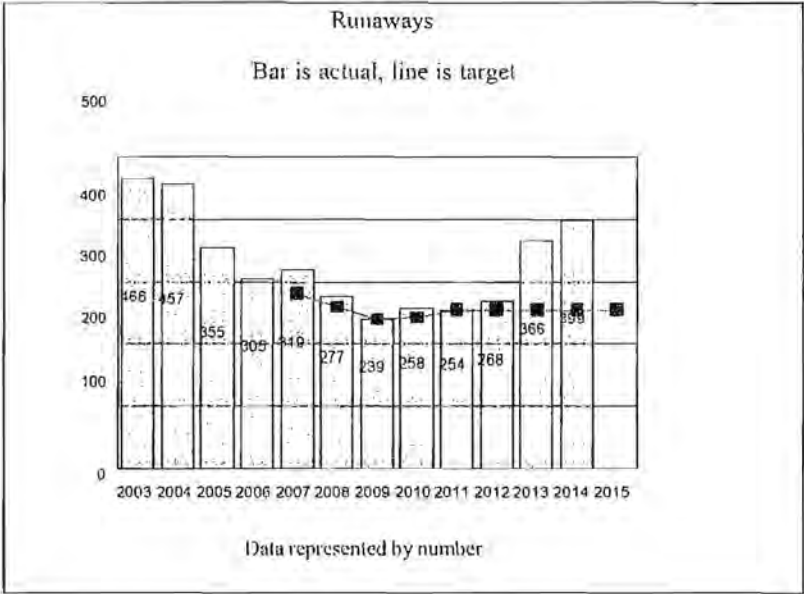
- \* Continue to review and debrief after escapes or attempted escapes, including discussion of findings and recommendations documented for potential programmatic modification.
- \* Research, train staff on, and implement gender-specific interventions addressing coping skills and self-advocacy.
- \* 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 2013. 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 2013, OYA served 1,136 youth in close-custody facilities, creating 264,065 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.

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



**I. 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.
- \* 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 366 runaway episodes during FY 2013, far exceeding the target of 255 or fewer. However, data show that an additional 25% of youth were served in residential treatment in the last quarter of 2013 than during all previous quarters. Additional focus on reducing runaways remains an important performance measure for the agency.

## 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.

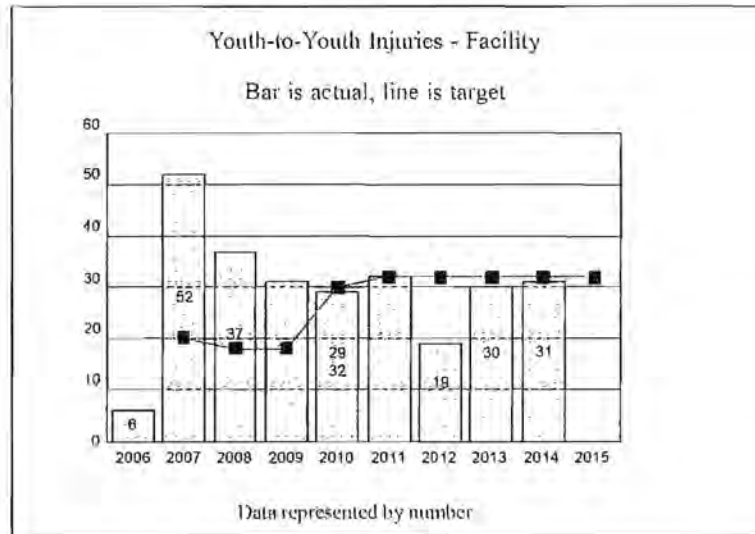
#### 6. WHAT NEEDS TO BE DONE

- \* 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.
- \* Focusing efforts to prevent runaways in the first 30 days of placement, which is the most frequent period youth abscond.

#### 7. ABOUT THE DATA

This information is being reported for FY 2013. 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 2013, OYA served 1,200 youth in residential and foster care placements, creating 199,701 days of opportunity for youth to run away. In total, there were 366 runaways reported, resulting in a rate of 1.8 runs per 1,000 person-days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

<b>KPM #3a</b>	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities	2006
<b>Goal</b>	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
<b>Owner</b>	Clint McClellan, Assistant Director, Facilities Services 503-378-6553	



**I. 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, 2012 and 2013, which reflect more realistic targets for this type of youth injury.

## 3. HOW WE ARE DOING

The agency achieved its goal in FY 2013 for 32 or fewer incidents of youth-to-youth injuries in facilities. The actual number of injuries was 30. 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 2013.

## 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

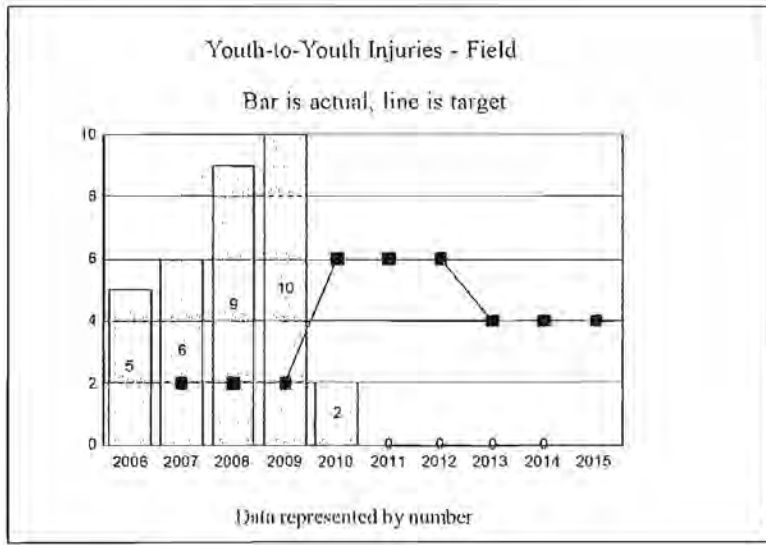
This information is being reported for FY 2013. Injuries counted for this measure occur in close custody and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm, and must require medical attention beyond routine first 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 2013, OYA served 1,136 youth in close-custody facilities, creating 264,065 days of opportunity for youth-to-youth injuries. In total, 30 injuries were reported, resulting in a rate of .11 injuries per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.



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



**I. 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

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 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 2013. OYA has far exceeded its goal of four 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

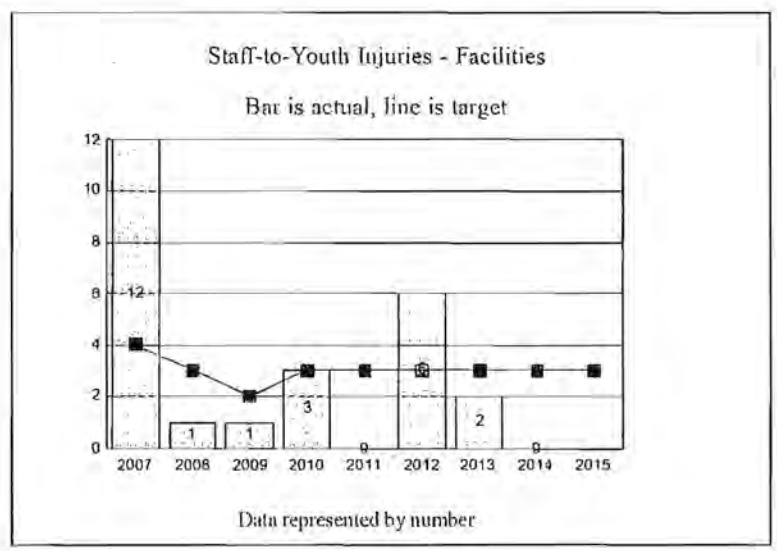
- \* Continue to evaluate and monitor youth-to-youth incidents on a regular basis.
- \* Continue to provide assistance and training to agency providers (e.g., foster parents, contracted community residential providers, etc.) with focus on proactive behavioral management intervention techniques such as 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 2013. 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 2013, OYA served 1,200 youth in residential and foster care placements, creating 199,701 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.

<b>YOUTH AUTHORITY, OREGON</b>	<b>II. KEY MEASURE ANALYSIS</b>
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<b>KPM #4a</b>	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year, n) Facilities	2006
<b>Goal</b>	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 378	
<b>Owner</b>	Clint McClellan, Assistant Director, Facilities Services 503-378-6553	



**I. 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 2013 marked the sixth year in which the agency used a stricter definition of injury. With two staff-to-youth injuries in facilities, the agency more than met 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 responsivity 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

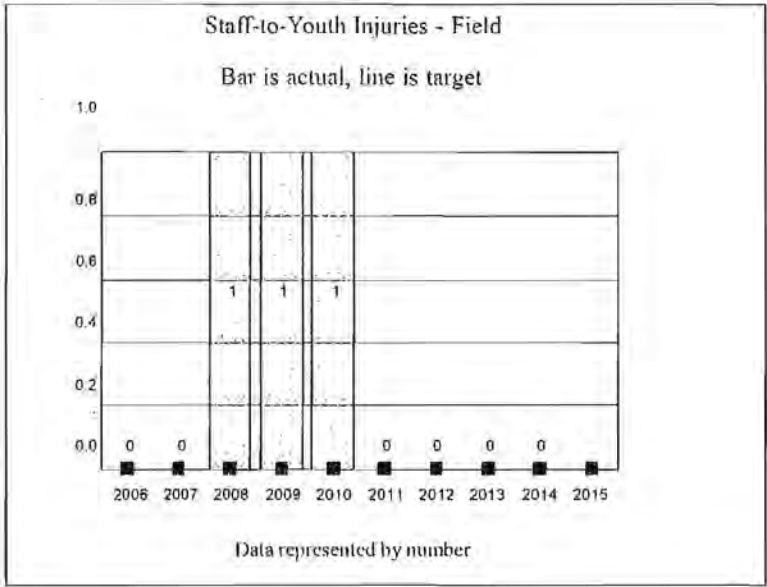
- \* Continue to emphasize safety and positive skill development in facility programs.
- \* Continue to refine the agency's system of assessing risk and needs to ensure that youth profiles and concerns are properly identified.
- \* Emphasize matching youth with appropriate services and approaches when 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 2013. 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 2013, OYA served 1,136 youth in close-custody facilities, creating 264,065 days of opportunity for staff-to-youth injuries. There were six injuries reported, resulting in a rate of .01 injuries per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

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



**I. 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 2013.

## 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

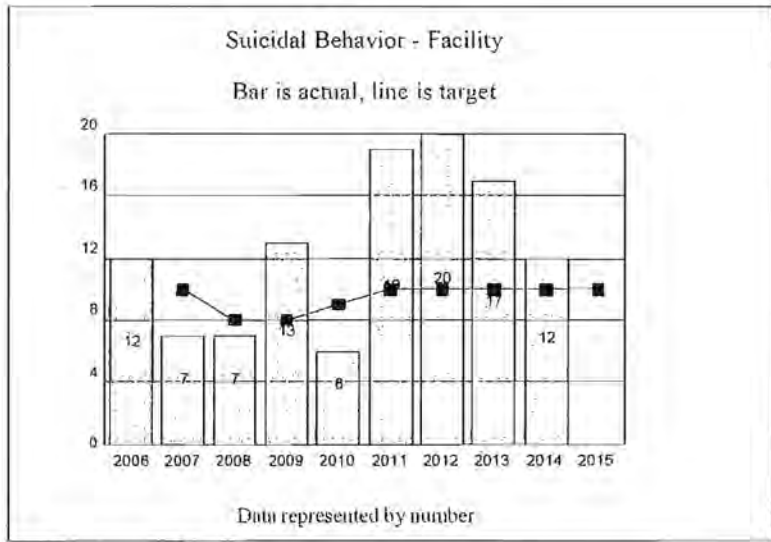
- \* Continue to train field staff and providers in verbal de-escalation skills, modeling appropriate non-aggressive interactions.
- \* Ensure JPPOs receive training and updates on the correct use and application of secure travel restraint devices.
- \* Continue educating youth about their rights and 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 2013. 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 2013, OYA served 1,200 youth in residential and foster care placements, creating 199,701 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.



<b>KPM #5a</b>	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities	2006
<b>Goal</b>	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
<b>Owner</b>	Dr. Whitney Vail, Assistant Director, Treatment Services, 503-580-9130	



**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 the two previous years, we have had a decrease in suicidal behavior. The continued increase from years prior to 2011 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.

**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.
- \* OYA recently updated its suicide prevention policy, which includes a more robust screen and assessment, and response to suicidal behavior and nonsuicidal self-injurious behaviors. It is hoped that this will assist with decreasing suicidal behavior.
- \* 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.

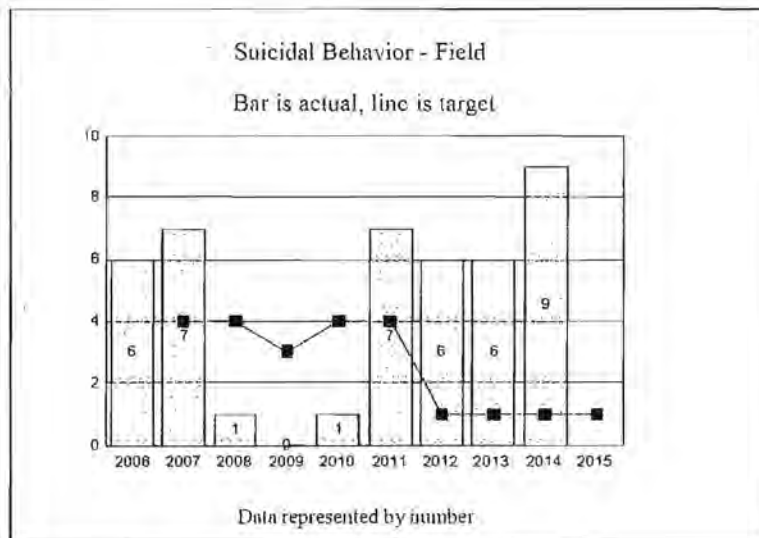
- \* Provide frequent updated trainings for professional staff on suicide assessment.
- \* Provide advanced training for mental health professionals.

## 7. ABOUT THE DATA

This information is being reported for FY 2013. 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 2013, OYA served 1,136 youth in close-custody facilities, creating 264,065 days of opportunity for incidents of youth suicidal behavior. In total, 17 incidents were reported, resulting in a rate of .06 incidents per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

YOUTH AUTHORITY, OREGON	II. KEY MEASURE ANALYSIS
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<b>KPM #5b</b>	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field	2006
<b>Goal</b>	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
<b>Owner</b>	Dr. Whitney Vail, Assistant Director, Treatment Services, 503-580-9130	



### 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.

## 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 2013, 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 a psychiatric residential treatment provider to serve non-OHP youth experiencing crises, including suicidal ideation, on an emergency basis. This resource provides a much needed safety net for OYA youth with significant mental health conditions who have no other resources available to them. Additionally, OYA has engaged the Addictions and Mental Health Division of the Oregon Health Authority in planning for community placement for these youth through the Transition Age Young Adult Programs in efforts to provide these youth with the services and supports needed upon release.

#### 6. WHAT NEEDS TO BE DONE

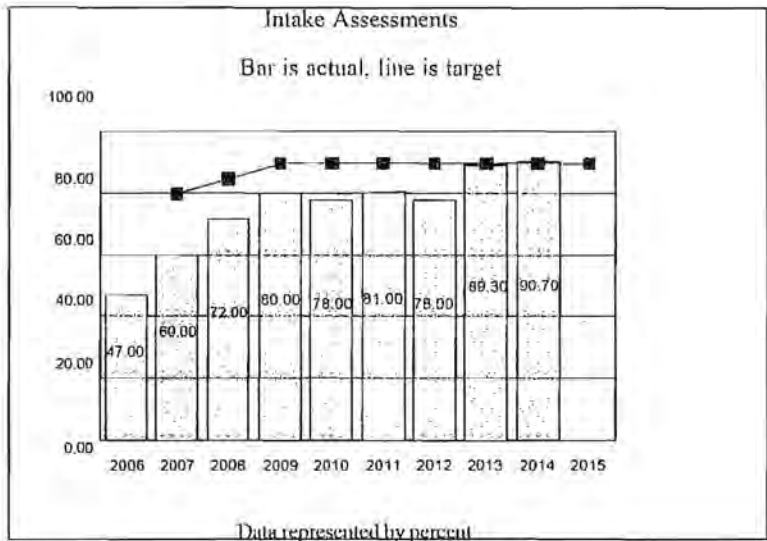
- \* Continue to emphasize the importance of a timely and accurate risk and needs assessment from which a youth's case plan is built with the appropriate correctional and behavioral health treatment service interventions identified.
- \* Continued emphasis on annual training for community providers and 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 2013, OYA served 1,200 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.

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



**I. 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 Parole 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 2013 was 90 percent of assessments completed within 30 days of commitment.

## 3. HOW WE ARE DOING

For the first time the agency is very close to meeting the established target of 90 percent in FY 2013. With implementation of the OYA performance management system at each local field office, individual offices have developed action plans to ensure that assessments are completed within the requisite time frame. Quarterly performance reviews at the local and statewide levels continue to focus on implementation of timely assessments. Additionally, OYA's two close custody intake facilities have improved the timeliness of intake assessments and routinely meet the target of 90%.

## 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 tools.

## 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 can sometimes be more difficult to arrange. 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.

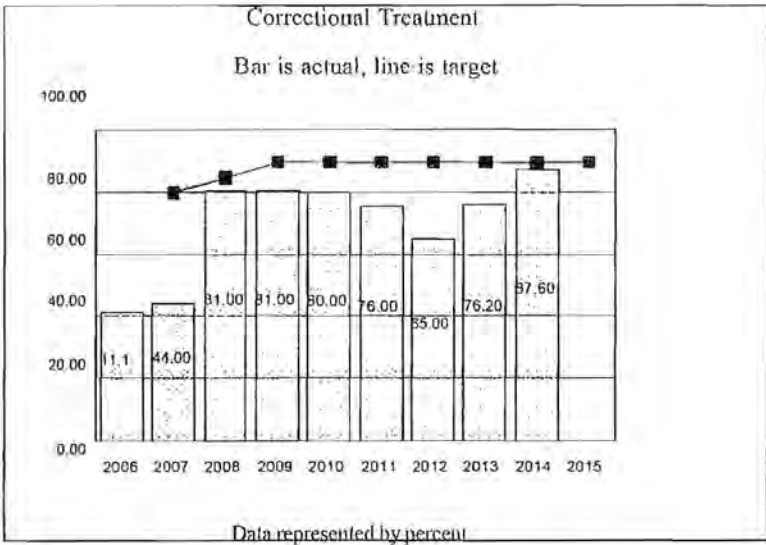
#### 7. ABOUT THE DATA

This information is being reported for FY 2013. 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 2013, 89 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.



YOUTH AUTHORITY, OREGON	II. KEY MEASURE ANALYSIS
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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 2013. 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 2013. Overall, agency staff documented the development of case plans of 76 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 continue to 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 can create

challenges in timeliness of assessment and subsequent case plan development.

#### 6. WHAT NEEDS TO BE DONE

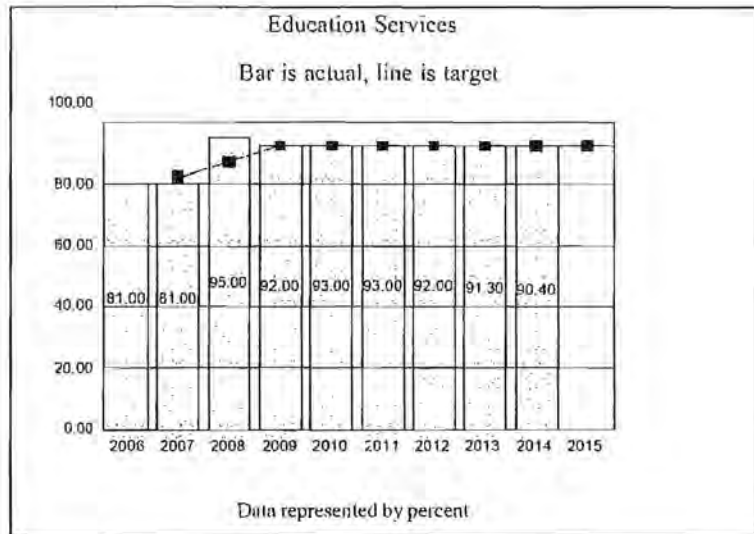
- \* Emphasize the importance of obtaining youth information from the county of commitment at the point of the youth's commitment to OYA.
- \* Review co-management agreements and pursue discussions to improve how information is transferred at the point of OYA commitment.
- \* Continue to emphasize with 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 2013. 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 2013, 73.6 percent of youth in close custody and 77.7 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.

<b>YOUTH AUTHORITY, OREGON</b>	<b>II. KEY MEASURE ANALYSIS</b>
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<b>KPM #8</b>	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
<b>Goal</b>	PROVIDE EDUCATION - Provide education programming that prepares youth offenders for responsibility in the community.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM8 Education Services	
<b>Owner</b>	Philip Cox, Assistant Director, Community Services 503-373-7531	



**I. 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.
- \* Nurturing 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 91 percent, OYA's performance in this key measure in FY 2013 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 above the average for facilities participating in the PbS project. However, during FY 2013 OYA fell slightly below the national average as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2013.

## 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.

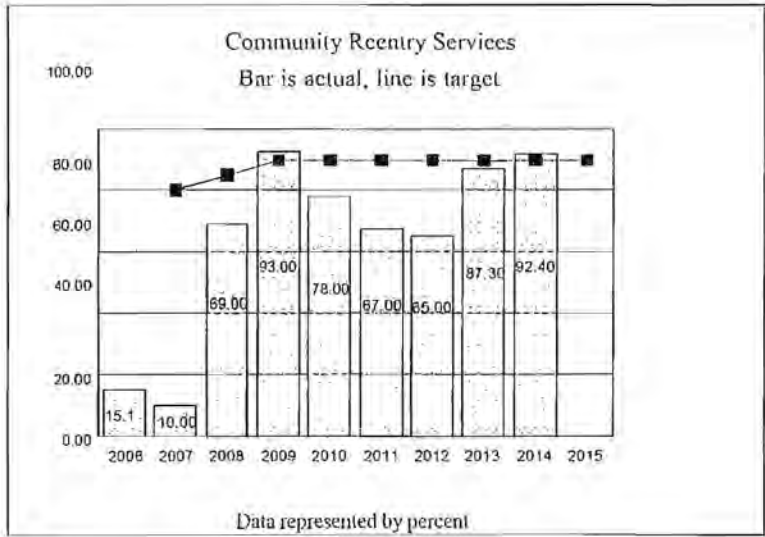
#### 6. WHAT NEEDS TO BE DONE

- \* 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 2013. 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 2013, 91 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.

<b>KPM #9</b>	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
<b>Goal</b>	COMMUNITY REENTRY SERVICES - Continue to provide effective correctional services to youth offenders released from close custody facilities.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM9 Youth Released from OYA Facility	
<b>Owner</b>	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, with the agency performing very near the target of 90 percent. In FY 2013, 87 percent of youth released received transition services per their case plan.

## 3. HOW WE ARE DOING

In previous years, data collection issues posed challenges in reporting this KPM. However, OYA has focused much effort in resolving these issues through focused efforts both at the local and statewide levels, and as a result has significantly increased the percentage of youth receiving transition services. In fiscal year 2013, the percentage of youth documented as receiving transition services per their case plan was 87 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 2013.

## 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 Inclusion & Intercultural Relations provides transition services for minority youth returning from facilities. 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

- \* Continue 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.

#### 7. ABOUT THE DATA

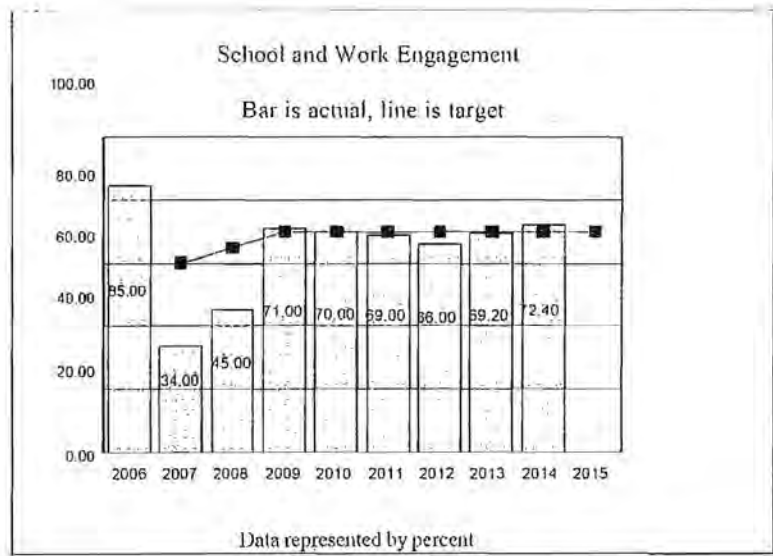
This information is being reported for FY 2013. OYA measures the percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in each youth's OYA case plan, which is maintained in JIIS. A supervisor audits 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 2013, 403 youth were released from close custody; 87 percent of them received transition services. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.



YOUTH AUTHORITY, OREGON	II. KEY MEASURE ANALYSIS
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<b>KPM #10</b>	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
<b>Goal</b>	SCHOOL - WORK ENGAGEMENT - Engage youth offenders placed in the community with school and/or work immediately.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism.	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM 10 - Engaged in School or Work	
<b>Owner</b>	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 Memorandum 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 69 percent, OYA was very close to meeting its FY 2013 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 69 percent, there has been an increase of 35 percentage points in school and work engagement since FY 2007, and the agency was close to meeting its goal of 70 percent in 2013.

## 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

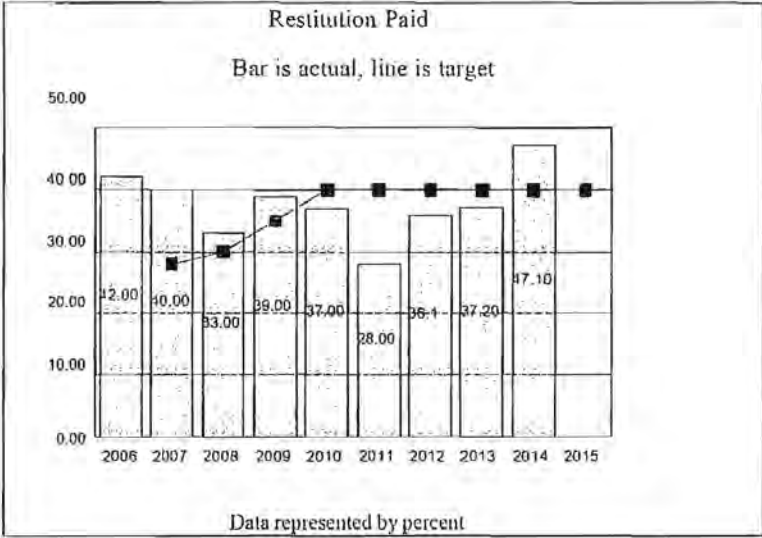
- \* Continue to focus on the transfer of relevant education records between schools, OYA close-custody facilities, and OYA field offices to reduce interruption of educational engagement.
- \* Continue to use the MDT process to develop educational and employment goals in the youth case plan and encourage participation from education and vocational partners.
- \* Continue to emphasize to staff the importance of 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 2013. 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 2013, 813 youth qualified for this KPM; 69 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.

<b>YOUTH AUTHORITY, OREGON</b>	<b>II. KEY MEASURE ANALYSIS</b>
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<b>KPM #11</b>	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.	2006
<b>Goal</b>	YOUTH ACCOUNTABILITY - Provide certain, consistent sanctions for youth offenders and support the concerns of crime victims.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Condition Report Extract 223d	
<b>Owner</b>	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 2013 was 37 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 2013, the statewide average of restitution paid on closed conditions was about 50 percent; the OYA rate was 37 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 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.

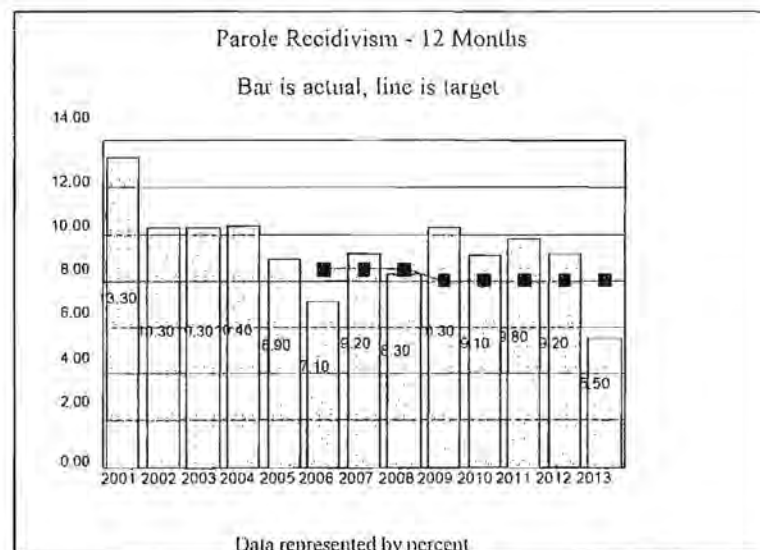
**7. ABOUT THE DATA**

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 judgments 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 judge's order restitution on the full loss to the victim, some orders can be extremely high. In FY 2013, there were six youth with restitution orders that exceeded \$10,000. These youth represented four percent of the OYA youth with restitution conditions ordered, but 48 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 2012 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 9.2 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 2012 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

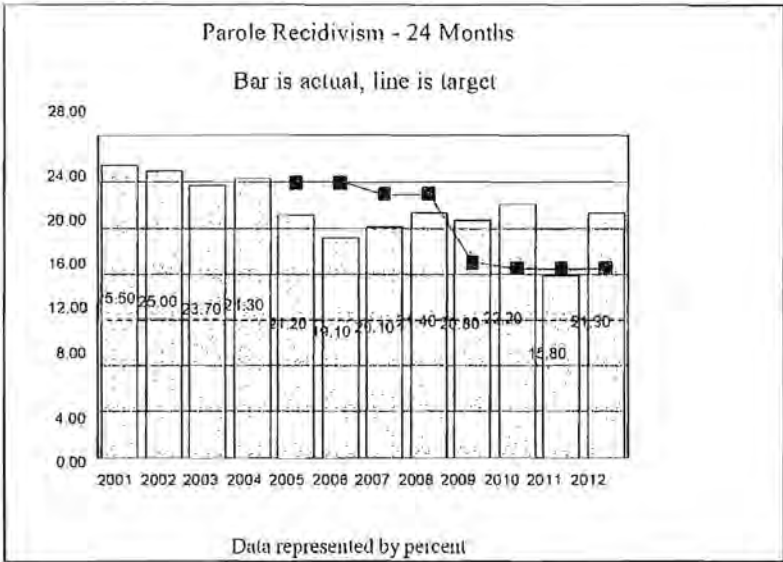
- \* Implement the OYA Youth Reformation System to continue to improve the matching of youth risks and needs with treatment interventions and programs.
- \* Encourage and support the use of evidence-based practices in contracted community residential programs.
- \* Encourage MDTs to carefully map out 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.

## 7. ABOUT THE DATA

Twelve-month parole recidivism is based on juveniles released from close custody during FY 2012. 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 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.

<b>YOUTH AUTHORITY, OREGON</b>	<b>II. KEY MEASURE ANALYSIS</b>
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<b>KPM #12b</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).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c	
<b>Owner</b>	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

Overall there has been a downward trend in recidivism rates since the FY 2001 parole cohort. At 24 months after release 15.8 percent of youth paroled in FY 2011 recidivated, exceeding 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 decrease in 24-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 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**

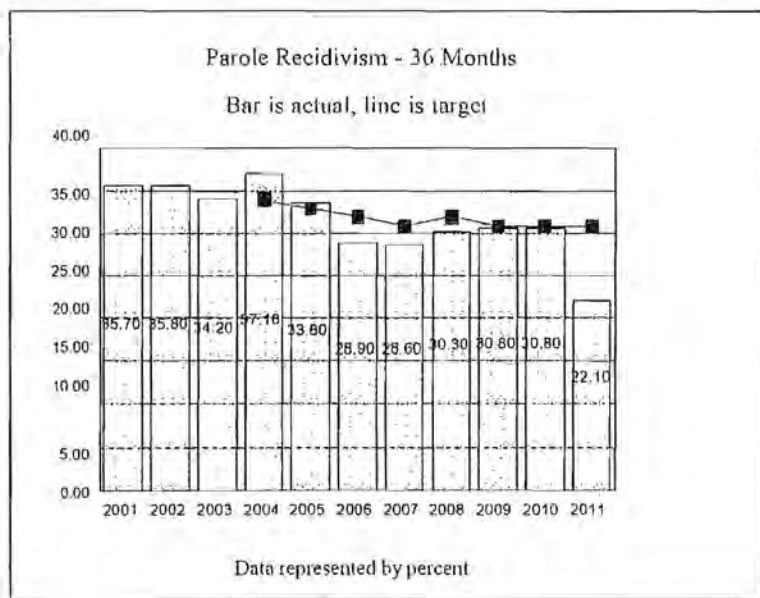
- \* By implementing the OYA Youth Reformation System, continue to improve the matching of youth risks and needs with treatment interventions and programs.
- \* Encourage and support the use of evidence-based practices in contracted community residential programs.
- \* Encourage MDTs to carefully map 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 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 - 24 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.

<b>YOUTH AUTHORITY, OREGON</b>	<b>II. KEY MEASURE ANALYSIS</b>
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<b>KPM #12c</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 36 months).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255a	
<b>Owner</b>	Philip Cox, Assistant Director, Community Services 503-373-7531	



**I. 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 cohort. At three years after release, 30.8 percent of youth in the FY 2010 parole cohort recidivated, exceeding the 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 at the same 36-month recidivism rates (30.8 percent) reported for OYA-parole youth released in FY 2010 compared to the prior year, 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.

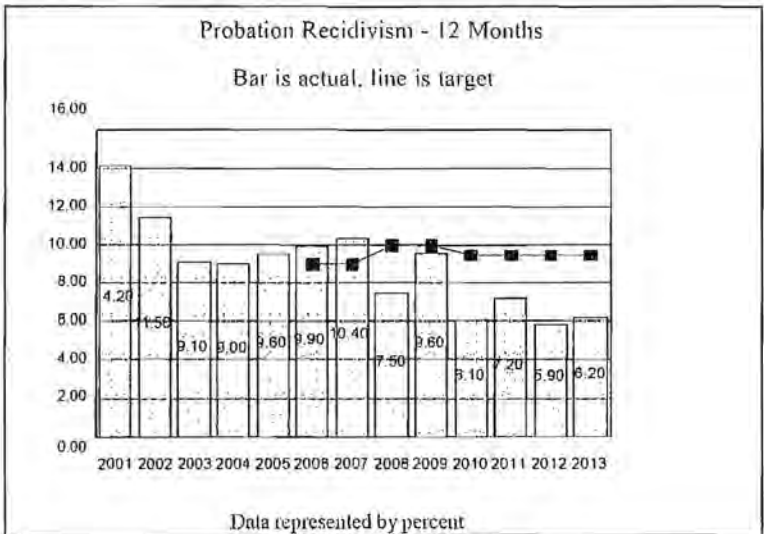
## 7. ABOUT THE DATA

Thirty-six-month parole recidivism is based on juveniles released from close custody during FY 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 - 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.



<b>YOUTH AUTHORITY, OREGON</b>	<b>II. KEY MEASURE ANALYSIS</b>
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<b>KPM #13a</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 12 months).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
<b>Owner</b>	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 2012 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 decrease in recidivism rates reported for the FY 2012 cohort of probation youth tracked for a 12-month period. OYA exceeded the 12-month target for these youth with a 5.9 percent recidivism rate, the lowest since this performance measure was established. 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 decrease in 12-month recidivism rates reported for OYA-probation youth committed in FY 2012 compared to those committed in FY 2011. 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**

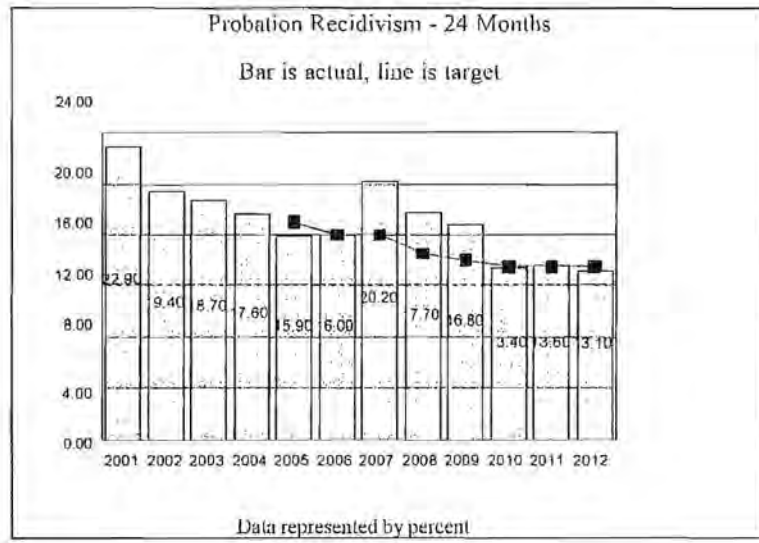
- Continue to match youth to programs based on individual risk and need factors.
- Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas.
- Continue focusing efforts on increasing youth engagement in work or school.
- 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 2012. 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 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.

YOUTH AUTHORITY, OREGON	II. KEY MEASURE ANALYSIS
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<b>KPM #13b</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).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
<b>Owner</b>	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 targets for FYs 2010 through 2012 remain at 13.4 percent.

## 3. HOW WE ARE DOING

The recidivism rate of 13.6 percent for youth at 24 months is essentially the same as the previous year's 13.4 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 similar 24-month recidivism rate reported for OYA probation youth committed in FY 2011 compared to those committed in FY 2010. 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.



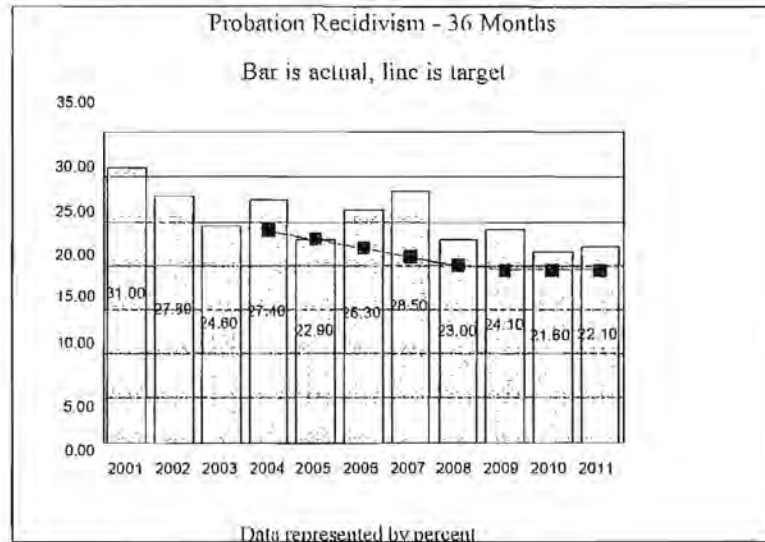
## 6. WHAT NEEDS TO BE DONE

- 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 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 - 24 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 decrease in recidivism rates of the FY 2010 cohort of probation youth tracked for a 36-month period compared to the FY 2009 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 decrease in 36-month recidivism rates reported for OYA-probation youth committed in FY 2010 (21.6 percent) compared to those committed in FY 2009 (24.1 percent). 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.

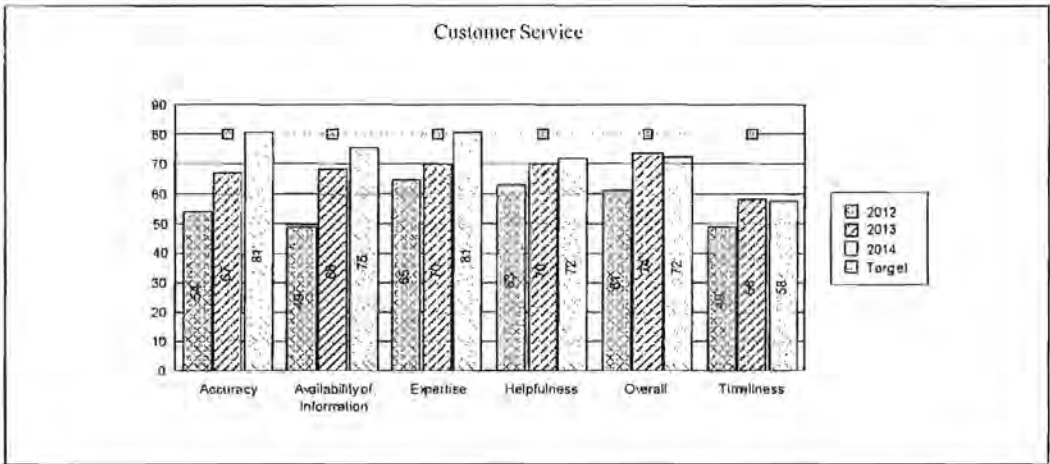
#### 6. WHAT NEEDS TO BE DONE

- \* 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 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 - 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.

<b>KPM #14</b>	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
<b>Goal</b>	CUSTOMER SERVICE - Excellence in public service.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Assessment Report 262 Client and Family Customer Service Survey	
<b>Owner</b>	Joe O'Leary, Deputy Director, 503-373-7212	



**I. 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 2013 were established using FYs 2007 and 2008 as a baseline for the measure.

## 3. HOW WE ARE DOING

During FY 2013, the agency's customers were more satisfied with agency performance than FY 2012. The agency experienced increases in the good or excellent ratings of all categories. Most notably, satisfaction with "Availability of Information" increased from 49% in FY 2012 to 68% in FY 2013. "Accuracy" also saw a significant increase in good or excellent ratings, from 54% in FY 2012 to 67% in FY 2013. Overall, 74% of the agency's customers rated its services as good or excellent in FY 2013, and increase from the overall response in FY 2012 of 61%. These results shows 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 less than 5 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 2013. OYA chose to survey the youth and parents of those youth who were terminated from OYA supervision during FY 2013. 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. The OYA Research and Evaluation office extracts and reports the data.

<b>YOUTH AUTHORITY, OREGON</b>		<b>III. USING PERFORMANCE DATA</b>	
<b>Agency Mission:</b> OYA's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.			
<b>Contact:</b> Fariborz Pakseresht, Director		<b>Contact Phone:</b> 503-373-7212	
<b>Alternate:</b> Joe O'Leary, Deputy Director		<b>Alternate Phone:</b> 503-373-7212	

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

<b>1. INCLUSIVITY</b>	<p><b>* Staff:</b> 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.</p> <p>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).</p> <p>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.</p> <p><b>* Elected Officials:</b> 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.</p> <p><b>* Stakeholders:</b> OYA continues to solicit information from stakeholders regarding agency progress during regularly scheduled meetings. These meetings include:</p> <p>* The OYA Advisory Committee, comprised of representatives from the Criminal Justice Commission (CJC),</p>
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	<p>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.</p> <p>* 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.</p> <p>* 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.</p> <p>* 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.</p> <p>* <b>Citizens:</b>  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.</p>
<p><b>2 MANAGING FOR RESULTS</b></p>	<p>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.</p> <p>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.</p> <p>Through OPMS, OYA addresses opportunities and obstacles with speed and precision. To improve processes that</p>

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.



	<p><u>Field Case Audits</u> - OYA uses a standardized protocol to capture information about youth receiving transition services within 60 days of release.</p> <p><u>Youth and Family Surveys</u> - 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.</p> <p><u>Performance-based Standards (PbS) and Safety/Security Reviews</u> - 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.</p> <p><u>Correctional Program Checklist (CPC)</u> - 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.</p> <p><u>Multi-Disciplinary Team (MDT) Standards</u> - 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.</p> <p><u>Continuous Quality Improvement (CQI) System</u> - 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).</p>
<p><b>3 STAFF TRAINING</b></p>	<p>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>

	<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><b>4 COMMUNICATING RESULTS</b></p>	<p><b>* Staff :</b>  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 management team 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 probation and parole 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, law enforcement agencies, 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 quarterly OYA Advisory Committee meetings, 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/](http://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.

## KPM GLOSSARY

Criminogenic risk factors – those characteristics demonstrated through research to be predictors of a youth’s likelihood to recidivate.

Fidelity – the degree to which a program and treatment provider adhere to a specific treatment delivery model.

Juvenile Justice Information System (JJIS) – an automated system that provides comprehensive information about juvenile offenders across Oregon’s state and county juvenile justice agencies. The automated system provides demographic, criminal history, risk/needs and case planning information on youth in OYA custody. This comprehensive system facilitates effective management of individual youth cases and provides the agency an opportunity to effectively plan, develop and evaluate programs designed to reduce juvenile crime.

Performance-based Standards (PbS) – a system used to identify, monitor and improve conditions and treatment services provided to incarcerated youths using national standards and outcome data.

Principles of Effective Intervention – program characteristics shown by research to be correlated with reducing recidivism.

Recidivism rate – the rate at which youth re-offend once released from an OYA close-custody facility or when committed to OYA probation. KPMs 12 and 13 address this key performance measure (defined in both cases as a felony adjudication or conviction).

Responsivity – individual factors or characteristics that can affect a youth’s engagement, motivation and involvement in treatment.



### Summary of 2015-17 Biennium Budget

Oregon Youth Authority  
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Cross Reference Number: 41500-000-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	1,030	992.58	323,056,946	269,052,312	-	19,508,582	34,496,051	-	1
2013-15 Emergency Boards	(5)	(2.79)	8,839,742	6,609,732	-	45,143	184,867	-	-
<b>2013-15 Leg Approved Budget</b>	<b>1,025</b>	<b>989.79</b>	<b>329,896,688</b>	<b>275,662,044</b>	<b>-</b>	<b>19,553,725</b>	<b>34,680,918</b>	<b>-</b>	<b>1</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(17)	(17.29)	1,271,393	1,284,773	-	16,419	(29,799)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			1,311,625	1,696,503	-	(384,877)	-	-	(1)
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(5,074,941)	-	-	(5,074,941)	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>1,008</b>	<b>972.50</b>	<b>327,404,765</b>	<b>278,643,320</b>	<b>-</b>	<b>14,110,326</b>	<b>34,651,119</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(760,537)	(725,069)	-	(10,864)	(24,604)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	1,132,740	1,103,521	-	14,107	15,112	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>372,203</b>	<b>378,452</b>	<b>-</b>	<b>3,243</b>	<b>(9,492)</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	1,117,299	619,212	-	52,177	445,910	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(759,658)	-	-	(759,658)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>357,641</b>	<b>619,212</b>	<b>-</b>	<b>(707,481)</b>	<b>445,910</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	8,339,023	6,769,494	-	501,660	1,067,869	-	-
State Gov't & Services Charges Increase/(Decrease)	-	-	2,200,326	2,109,607	-	-	90,719	-	-

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<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal</b>	-	-	10,539,349	8,879,101	-	501,660	1,158,588	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	320,003	320,003	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	795,083	-	(656,794)	(138,289)	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	(7,164)	-	-	7,164	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>1,008</b>	<b>972.50</b>	<b>338,993,961</b>	<b>289,628,007</b>	<b>-</b>	<b>13,250,954</b>	<b>36,115,000</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
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Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
<b>Subtotal: 2015-17 Current Service Level</b>	<b>1,008</b>	<b>972.50</b>	<b>338,993,961</b>	<b>289,628,007</b>	-	<b>13,250,954</b>	<b>36,115,000</b>	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	<b>1,008</b>	<b>972.50</b>	<b>338,993,961</b>	<b>289,628,007</b>	-	<b>13,250,954</b>	<b>36,115,000</b>	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	(2,302,851)	(2,302,851)	-	-	-	-	-
101 - YRS 1.5% Restoration of Position	-	-	-	-	-	-	-	-	-
103 - OYA YRS Positions (+4)	-	-	-	-	-	-	-	-	-
109 - PREA Support Staff	-	-	-	-	-	-	-	-	-
110 - Maintenance Operations Funding	-	-	-	-	-	-	-	-	-
111 - Psychologist & Psych & QMHP	2	2.50	-	-	-	-	-	-	-
114 - Cap Construction Plan	-	-	37,439,725	3,549,725	-	33,890,000	-	-	-
115 - YRS Position Redeployment	(2)	(1.00)	14,002	(4,075)	-	-	18,077	-	-
202 - YRS 1.5% Restoration	-	-	-	-	-	-	-	-	-
204 - YRS County Resource Development	-	-	-	-	-	-	-	-	-
213 - JCP Grants (Transfer In)	-	-	-	-	-	-	-	-	-
305 - Data Warehouse/Share Point Developer	-	-	-	-	-	-	-	-	-
306 - JJIS Development - .Net (shares PM3)	-	-	-	-	-	-	-	-	-
307 - JJIS Biz (Analyst, Integration)	-	-	-	-	-	-	-	-	-

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<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
308 - Service Desk	-	-	-	-	-	-	-	-	-
312 - Transition Specialists	3	3.00	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>3</b>	<b>4.50</b>	<b>35,150,876</b>	<b>1,242,799</b>	-	<b>33,890,000</b>	<b>18,077</b>	-	-
<b>Total 2015-17 Governor's Budget</b>	<b>1,011</b>	<b>977.00</b>	<b>374,144,837</b>	<b>290,870,806</b>	-	<b>47,140,954</b>	<b>36,133,077</b>	-	-
Percentage Change From 2013-15 Leg Approved Budget	-1.37%	-1.29%	13.41%	5.52%	-	141.08%	4.19%	-	-100.00%
Percentage Change From 2015-17 Current Service Level	0.30%	0.46%	10.37%	0.43%	-	255.76%	0.05%	-	-

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Facility Programs  
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 Cross Reference Number: 41500-010-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	791	755.33	157,094,043	147,935,102	-	9,135,198	23,743	-	-
2013-15 Emergency Boards	(1)	(0.08)	4,210,773	4,164,968	-	45,143	662	-	-
<b>2013-15 Leg Approved Budget</b>	<b>790</b>	<b>755.25</b>	<b>161,304,816</b>	<b>152,100,070</b>	<b>-</b>	<b>9,180,341</b>	<b>24,405</b>	<b>-</b>	<b>-</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(26)	(24.50)	(2,037,786)	(2,037,587)	-	16,419	(16,618)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>764</b>	<b>730.75</b>	<b>159,267,030</b>	<b>150,062,483</b>	<b>-</b>	<b>9,196,760</b>	<b>7,787</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(209,640)	(198,776)	-	(10,864)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	863,498	850,012	-	14,107	(621)	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>653,858</b>	<b>651,236</b>	<b>-</b>	<b>3,243</b>	<b>(621)</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,894,439	1,660,641	-	233,798	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>1,894,439</b>	<b>1,660,641</b>	<b>-</b>	<b>233,798</b>	<b>-</b>	<b>-</b>	<b>-</b>

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<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	320,003	320,003	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	304,824	-	(297,658)	(7,166)	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	(4)	(4.00)	(784,743)	(784,743)	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>760</b>	<b>726.75</b>	<b>161,350,587</b>	<b>152,214,444</b>	<b>-</b>	<b>9,136,143</b>	<b>-</b>	<b>-</b>	<b>-</b>



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Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
<b>Subtotal: 2015-17 Current Service Level</b>	760	726.75	161,350,587	152,214,444	-	9,136,143	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	760	726.75	161,350,587	152,214,444	-	9,136,143	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - YRS 1.5% Restoration of Position	-	-	-	-	-	-	-	-	-
103 - OYA YRS Positions (+4)	-	-	-	-	-	-	-	-	-
109 - PREA Support Staff	-	-	-	-	-	-	-	-	-
110 - Maintenance Operations Funding	-	-	-	-	-	-	-	-	-
111 - Psychologist & Psych & QMHP	1	1.00	173,485	173,485	-	-	-	-	-
114 - Cap Construction Plan	-	-	589,565	-	-	589,565	-	-	-
115 - YRS Position Redeployment	(5)	(4.00)	(547,387)	(547,387)	-	-	-	-	-
202 - YRS 1.5% Restoration	-	-	-	-	-	-	-	-	-
204 - YRS County Resource Development	-	-	-	-	-	-	-	-	-
213 - JCP Grants (Transfer In)	-	-	-	-	-	-	-	-	-
305 - Data Warehouse/Share Point Developer	-	-	-	-	-	-	-	-	-
306 - JJIS Development - .Net (shares PM3)	-	-	-	-	-	-	-	-	-
307 - JJIS Biz (Analyst, Integration)	-	-	-	-	-	-	-	-	-

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308 - Service Desk	-	-	-	-	-	-	-	-	-
312 - Transition Specialists	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>(4)</b>	<b>(3.00)</b>	<b>215,663</b>	<b>(373,902)</b>	-	<b>589,565</b>	-	-	-
<b>Total 2015-17 Governor's Budget</b>	<b>756</b>	<b>723.75</b>	<b>161,566,250</b>	<b>151,840,542</b>	-	<b>9,725,708</b>	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	-4.30%	-4.17%	0.16%	-0.17%	-	5.94%	-100.00%	-	-
Percentage Change From 2015-17 Current Service Level	-0.53%	-0.41%	0.13%	-0.25%	-	6.45%	-	-	-

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
Community Programs  
2015-17 Biennium

Governor's Budget  
Cross Reference Number: 41500-020-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	140	138.25	127,861,450	90,541,326	-	4,062,352	33,257,772	-	-
2013-15 Emergency Boards	(3)	(1.71)	1,036,929	920,941	-	-	115,988	-	-
<b>2013-15 Leg Approved Budget</b>	<b>137</b>	<b>136.54</b>	<b>128,898,379</b>	<b>91,462,267</b>	<b>-</b>	<b>4,062,352</b>	<b>33,373,760</b>	<b>-</b>	<b>-</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	6	4.71	1,675,269	1,478,494	-	-	196,775	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>143</b>	<b>141.25</b>	<b>130,573,648</b>	<b>92,940,761</b>	<b>-</b>	<b>4,062,352</b>	<b>33,570,535</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(284,380)	(259,776)	-	-	(24,604)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	134,644	114,309	-	-	20,335	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(149,736)</b>	<b>(145,467)</b>	<b>-</b>	<b>-</b>	<b>(4,269)</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	1,117,299	619,212	-	52,177	445,910	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>1,117,299</b>	<b>619,212</b>	<b>-</b>	<b>52,177</b>	<b>445,910</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	6,172,200	4,847,265	-	265,115	1,059,820	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>6,172,200</b>	<b>4,847,265</b>	<b>-</b>	<b>265,115</b>	<b>1,059,820</b>	<b>-</b>	<b>-</b>

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**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
Community Programs  
2015-17 Biennium

Governor's Budget  
Cross Reference Number: 41500-020-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	431,093	-	(359,136)	(71,957)	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	39,778	32,614	-	-	7,164	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>143</b>	<b>141.25</b>	<b>137,753,189</b>	<b>98,725,478</b>	<b>-</b>	<b>4,020,508</b>	<b>35,007,203</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
Community Programs  
2015-17 Biennium

Governor's Budget  
Cross Reference Number: 41500-020-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
<b>Subtotal: 2015-17 Current Service Level</b>	<b>143</b>	<b>141.25</b>	<b>137,753,189</b>	<b>98,725,478</b>	-	<b>4,020,508</b>	<b>35,007,203</b>	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	<b>143</b>	<b>141.25</b>	<b>137,753,189</b>	<b>98,725,478</b>	-	<b>4,020,508</b>	<b>35,007,203</b>	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	(2,302,851)	(2,302,851)	-	-	-	-	-
101 - YRS 1.5% Restoration of Position	-	-	-	-	-	-	-	-	-
103 - OYA YRS Positions (+4)	-	-	-	-	-	-	-	-	-
109 - PREA Support Staff	-	-	-	-	-	-	-	-	-
110 - Maintenance Operations Funding	-	-	-	-	-	-	-	-	-
111 - Psychologist & Psych & QMHP	-	-	(606,380)	(606,380)	-	-	-	-	-
114 - Cap Construction Plan	-	-	-	-	-	-	-	-	-
115 - YRS Position Redeployment	-	-	-	-	-	-	-	-	-
202 - YRS 1.5% Restoration	-	-	-	-	-	-	-	-	-
204 - YRS County Resource Development	-	-	-	-	-	-	-	-	-
213 - JCP Grants (Transfer In)	-	-	-	-	-	-	-	-	-
305 - Data Warehouse/Share Point Developer	-	-	-	-	-	-	-	-	-
306 - JJIS Development - .Net (shares PM3)	-	-	-	-	-	-	-	-	-
307 - JJIS Biz (Analyst, Integration)	-	-	-	-	-	-	-	-	-

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**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
Community Programs  
2015-17 Biennium

Governor's Budget  
Cross Reference Number: 41500-020-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
308 - Service Desk	-	-	-	-	-	-	-	-	-
312 - Transition Specialists	-	-	(531,141)	(514,044)	-	-	(17,097)	-	-
<b>Subtotal Policy Packages</b>	-	-	<b>(3,440,372)</b>	<b>(3,423,275)</b>	-	-	<b>(17,097)</b>	-	-
<b>Total 2015-17 Governor's Budget</b>	<b>143</b>	<b>141.25</b>	<b>134,312,817</b>	<b>95,302,203</b>	-	<b>4,020,508</b>	<b>34,990,106</b>	-	-
Percentage Change From 2013-15 Leg Approved Budget	4.38%	3.45%	4.20%	4.20%	-	-1.03%	4.84%	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-2.50%	-3.47%	-	-	-0.05%	-	-



**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Program Support  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-030-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	99	99.00	30,285,785	28,220,035	-	851,214	1,214,536	-	-
2013-15 Emergency Boards	(1)	(1.00)	1,592,040	1,523,823	-	-	68,217	-	-
<b>2013-15 Leg Approved Budget</b>	<b>98</b>	<b>98.00</b>	<b>31,877,825</b>	<b>29,743,858</b>	<b>-</b>	<b>851,214</b>	<b>1,282,753</b>	<b>-</b>	<b>-</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	3	2.50	1,633,910	1,843,866	-	-	(209,956)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	<b>101</b>	<b>100.50</b>	<b>33,511,735</b>	<b>31,587,724</b>	<b>-</b>	<b>851,214</b>	<b>1,072,797</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(266,517)	(266,517)	-	-	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	134,598	139,200	-	-	(4,602)	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(131,919)</b>	<b>(127,317)</b>	<b>-</b>	<b>-</b>	<b>(4,602)</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(759,658)	-	-	(759,658)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(759,658)</b>	<b>-</b>	<b>-</b>	<b>(759,658)</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	250,664	239,868	-	2,747	8,049	-	-
State Gov't & Services Charges Increase/(Decrease)			2,200,326	2,109,607	-	-	90,719	-	-

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**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Program Support  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-030-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal</b>	-	-	2,450,990	2,349,475	-	2,747	98,768	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	59,166	-	-	(59,166)	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	4	4.00	744,965	744,965	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	<b>105</b>	<b>104.50</b>	<b>35,816,113</b>	<b>34,614,013</b>	<b>-</b>	<b>94,303</b>	<b>1,107,797</b>	<b>-</b>	<b>-</b>

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Program Support  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-030-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
<b>Subtotal: 2015-17 Current Service Level</b>	<b>105</b>	<b>104.50</b>	<b>35,816,113</b>	<b>34,614,013</b>	-	<b>94,303</b>	<b>1,107,797</b>	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	<b>105</b>	<b>104.50</b>	<b>35,816,113</b>	<b>34,614,013</b>	-	<b>94,303</b>	<b>1,107,797</b>	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - YRS 1.5% Restoration of Position	-	-	-	-	-	-	-	-	-
103 - OYA YRS Positions (+4)	-	-	-	-	-	-	-	-	-
109 - PREA Support Staff	-	-	-	-	-	-	-	-	-
110 - Maintenance Operations Funding	-	-	-	-	-	-	-	-	-
111 - Psychologist & Psych & QMHP	1	1.50	432,895	432,895	-	-	-	-	-
114 - Cap Construction Plan	-	-	-	-	-	-	-	-	-
115 - YRS Position Redeployment	3	3.00	561,389	543,312	-	-	18,077	-	-
202 - YRS 1.5% Restoration	-	-	-	-	-	-	-	-	-
204 - YRS County Resource Development	-	-	-	-	-	-	-	-	-
213 - JCP Grants (Transfer In)	-	-	-	-	-	-	-	-	-
305 - Data Warehouse/Share Point Developer	-	-	-	-	-	-	-	-	-
306 - JJIS Development - .Net (shares PM3)	-	-	-	-	-	-	-	-	-
307 - JJIS Biz (Analyst, Integration)	-	-	-	-	-	-	-	-	-

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**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Program Support  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-030-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
308 - Service Desk	-	-	-	-	-	-	-	-	-
312 - Transilion Specialists	3	3.00	531,141	514,044	-	-	17,097	-	-
<b>Subtotal Policy Packages</b>	<b>7</b>	<b>7.50</b>	<b>1,525,425</b>	<b>1,490,251</b>	<b>-</b>	<b>-</b>	<b>35,174</b>	<b>-</b>	<b>-</b>

<b>Total 2015-17 Governor's Budget</b>	<b>112</b>	<b>112.00</b>	<b>37,341,538</b>	<b>36,104,264</b>	<b>-</b>	<b>94,303</b>	<b>1,142,971</b>	<b>-</b>	<b>-</b>
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Percentage Change From 2013-15 Leg Approved Budget	14.29%	14.29%	17.14%	21.38%	-	-88.92%	-10.90%	-	-
Percentage Change From 2015-17 Current Service Level	6.67%	7.18%	4.26%	4.31%	-	-	3.18%	-	-

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
Debt Service  
2015-17 Biennium

Governor's Budget  
Cross Reference Number: 41500-086-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	-	-	2,017,316	1,632,438	-	384,877	-	-	1
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2013-15 Leg Approved Budget</b>	-	-	<b>2,017,316</b>	<b>1,632,438</b>	-	<b>384,877</b>	-	-	<b>1</b>
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	1,311,625	1,696,503	-	(384,877)	-	-	(1)
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	-	-	<b>3,328,941</b>	<b>3,328,941</b>	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	<b>3,328,941</b>	<b>3,328,941</b>	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
Debt Service  
2015-17 Biennium

Governor's Budget  
Cross Reference Number: 41500-086-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	3,328,941	3,328,941	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	-	-	3,328,941	3,328,941	-	-	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - YRS 1.5% Restoration of Position	-	-	-	-	-	-	-	-	-
103 - OYA YRS Positions (+4)	-	-	-	-	-	-	-	-	-
109 - PREA Support Staff	-	-	-	-	-	-	-	-	-
110 - Maintenance Operations Funding	-	-	-	-	-	-	-	-	-
111 - Psychologist & Psych & QMHP	-	-	-	-	-	-	-	-	-
114 - Cap Construction Plan	-	-	3,549,725	3,549,725	-	-	-	-	-
115 - YRS Position Redeployment	-	-	-	-	-	-	-	-	-
202 - YRS 1.5% Restoration	-	-	-	-	-	-	-	-	-
204 - YRS County Resource Development	-	-	-	-	-	-	-	-	-
213 - JCP Grants (Transfer In)	-	-	-	-	-	-	-	-	-
305 - Data Warehouse/Share Point Developer	-	-	-	-	-	-	-	-	-
306 - JJIS Development - .Net (shares PM3)	-	-	-	-	-	-	-	-	-
307 - JJIS Biz (Analyst, Integration)	-	-	-	-	-	-	-	-	-

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**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
Debt Service  
2015-17 Biennium

Governor's Budget  
Cross Reference Number: 41500-086-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
308 - Service Desk	-	-	-	-	-	-	-	-	-
312 - Transition Specialists	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	<b>3,549,725</b>	<b>3,549,725</b>	-	-	-	-	-
<b>Total 2015-17 Governor's Budget</b>	-	-	<b>6,878,666</b>	<b>6,878,666</b>	-	-	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	-	-	240.98%	321.37%	-	-100.00%	-	-	-100.00%
Percentage Change From 2015-17 Current Service Level	-	-	106.63%	106.63%	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Capital Improvements  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-088-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	-	-	723,411	723,411	-	-	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2013-15 Leg Approved Budget</b>	-	-	<b>723,411</b>	<b>723,411</b>	-	-	-	-	-
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	-	-	<b>723,411</b>	<b>723,411</b>	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	21,720	21,720	-	-	-	-	-
<b>Subtotal</b>	-	-	<b>21,720</b>	<b>21,720</b>	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Capital Improvements  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-088-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	745,131	745,131	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Capital Improvements  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-088-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	745,131	745,131	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	-	-	745,131	745,131	-	-	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - YRS 1.5% Restoration of Position	-	-	-	-	-	-	-	-	-
103 - OYA YRS Positions (+4)	-	-	-	-	-	-	-	-	-
109 - PREA Support Staff	-	-	-	-	-	-	-	-	-
110 - Maintenance Operations Funding	-	-	-	-	-	-	-	-	-
111 - Psychologist & Psych & QMHP	-	-	-	-	-	-	-	-	-
114 - Cap Construction Plan	-	-	-	-	-	-	-	-	-
115 - YRS Position Redeployment	-	-	-	-	-	-	-	-	-
202 - YRS 1.5% Restoration	-	-	-	-	-	-	-	-	-
204 - YRS County Resource Development	-	-	-	-	-	-	-	-	-
213 - JCP Grants (Transfer In)	-	-	-	-	-	-	-	-	-
305 - Data Warehouse/Share Point Developer	-	-	-	-	-	-	-	-	-
306 - JJIS Development - .Net (shares FWS)	-	-	-	-	-	-	-	-	-
307 - JJIS Biz (Analyst, Integration)	-	-	-	-	-	-	-	-	-

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**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Capital Improvements  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-088-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
308 - Service Desk	-	-	-	-	-	-	-	-	-
312 - Transition Specialists	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	-	-	-	-	-	-	-
<b>Total 2015-17 Governor's Budget</b>	-	-	<b>745,131</b>	<b>745,131</b>	-	-	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	-	-	3.00%	3.00%	-	-	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Capital Construction  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-089-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	-	-	5,074,941	-	-	5,074,941	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2013-15 Leg Approved Budget</b>	-	-	<b>5,074,941</b>	-	-	<b>5,074,941</b>	-	-	-
<b>2015-17 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	(5,074,941)	-	-	(5,074,941)	-	-	-
<b>Subtotal 2015-17 Base Budget</b>	-	-	-	-	-	-	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

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\_\_\_ Agency Request

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\_\_\_ Legislatively Adopted





**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Capital Construction  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-089-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-

**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Capital Construction  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-089-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
<b>Subtotal: 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2015-17 Current Service Level</b>	-	-	-	-	-	-	-	-	-
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - YRS 1.5% Restoration of Position	-	-	-	-	-	-	-	-	-
103 - OYA YRS Positions (+4)	-	-	-	-	-	-	-	-	-
109 - PREA Support Staff	-	-	-	-	-	-	-	-	-
110 - Maintenance Operations Funding	-	-	-	-	-	-	-	-	-
111 - Psychologist & Psych & QMHP	-	-	-	-	-	-	-	-	-
114 - Cap Construction Plan	-	-	33,300,435	-	-	33,300,435	-	-	-
115 - YRS Position Redeployment	-	-	-	-	-	-	-	-	-
202 - YRS 1.5% Restoration	-	-	-	-	-	-	-	-	-
204 - YRS County Resource Development	-	-	-	-	-	-	-	-	-
213 - JCP Grants (Transfer In)	-	-	-	-	-	-	-	-	-
305 - Data Warehouse/Share Point Developer	-	-	-	-	-	-	-	-	-
306 - JJIS Development - Net (shares PM3)	-	-	-	-	-	-	-	-	-
307 - JJIS Biz (Analyst, Integration)	-	-	-	-	-	-	-	-	-

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Agency Request

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**Summary of 2015-17 Biennium Budget**

Oregon Youth Authority  
 Capital Construction  
 2015-17 Biennium

Governor's Budget  
 Cross Reference Number: 41500-089-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
308 - Service Desk	-	-	-	-	-	-	-	-	-
312 - Transition Specialists	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	<b>33,300,435</b>	-	-	<b>33,300,435</b>	-	-	-
<b>Total 2015-17 Governor's Budget</b>	-	-	<b>33,300,435</b>	-	-	<b>33,300,435</b>	-	-	-
Percentage Change From 2013-15 Leg Approved Budget	-	-	556.17%	-	-	556.17%	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

## Budget Narrative

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PROGRAM PRIORITIZATION FOR 2015-17

Agency Name: Oregon Youth Authority  
 -17 Biennium

Agency Number: 41500

Agency-Wide Priorities for 2015-17 Biennium

Priority (ranked with highest priority first)	Agency 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, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL Included in Agency Request
41500	1	OYA	FS	Core level service of 557 Close Custody Beds including Health Services, Physical Plant Operations, Educational Services for Older Youth and Treatment Services.	41500 #1 Escape, #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	133,102,528	0	8,336,172	0	0	\$ 141,438,700	640	606.75	N	N	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	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 service of 538 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, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service.	5	90,118,225	0	3,495,383	0	31,451,831	\$ 125,065,439	140	138.25	N	N	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	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 service includes Director's Office, Office of Inclusion and Intercultural Relations, Professional Standards Office, Research, Program Administration, Information Systems, and Business Services Function.	41500 #1 Escape, #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	33,766,904	0	94,303	0	1,061,557	\$ 34,922,764	100	99.50	N	N	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	OYA Director's Office, Office of Inclusion and Intercultural Relations, Professional Standards Office, Research, Program Administration, 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.
7	1	OYA	DS	Debt Service enables the agency to repay principle and interest on the Certificate of Participation (COP) and Article XI-Q Bonds issued to fund deferred maintenance and improvements to youth correctional facilities.	41500 #1 Escape, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	3,328,941	0	0	0	0	\$ 3,328,941	0	0.00	N	N	D	Chapter 420A	N/A	Payments are made according to a predetermined schedule. Accordingly, OYA is not proposing reductions in debt service.



PROGRAM PRIORITIZATION FOR 2015-17

Agency Name: Oregon Youth Authority																					
2015-17 Biennium																					
Agency Number: 41500																					
Agency-Wide Priorities for 2015-17 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency 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, D, FN, FO, S)	Legal Citation	Explain What is Mandatory (for C, FN, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agency	Prgrm/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	670,617	0	0	0	0	\$ 670,617	0	0.00	N	N	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities.	
41500	2	OYA	PS	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	9,395,020	0	402,861	0	0	\$ 9,797,881	60	60.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	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	2	OYA	CP	Eliminate up to 47 community placement beds and 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, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service.	5	3,190,721	0	259,687	0	1,782,361	\$ 5,232,769	2	2.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	This reduction of statewide community placement and supervision capacity will limit the state's ability to provide reformation services in settings that best meet youths public safety risk and need. Because of reduced state capacity local juvenile departments will have to manage high risk youth in appropriate settings. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.	
41500	2	OYA	CP	JCP Basic, County Diversion, EMGET and Multnomah Gang Services - 5% reduction	5% reduction in funding for JCP Basic, Diversion, EMGET and Multnomah Gang Services.	5	1,156,867	0	0	0	0	\$ 1,156,867	0	0.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	Services across the state's juvenile justice continuum will be negatively impacted by reduction in state assistance to county governments for basic services, diversion and gang intervention. Communities will have to manage 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 47 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.	5	719,424	0	0	0	23,938	\$ 743,362	2	2.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	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.	



PROGRAM PRIORITIZATION FOR 2015-17

Agency Name: Oregon Youth Authority		Agency Number: 41500																			
17 Biennium		Agency-Wide Priorities for 2015-17 Biennium																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency 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 Rec. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
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	37,257	0	0	0	0	\$ 37,257	0	0.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	Increase deferred maintenance backlog and delay projects.	
41500	3	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	9,742,399	0	397,110	0	0	\$ 10,139,509	60	60.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	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 48 community placement beds and 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, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service.	5	3,102,798	0	265,438	0	1,773,011	\$ 5,141,247	1	1.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	This reduction of statewide community placement and supervision capacity will limit the state's ability to provide reformation services in settings that best meet youths public safety risk and need. Because of reduced state capacity local juvenile departments will have to manage high risk youth in appropriate settings. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.	
41500	3	OYA	CP	JCP Basic, County Diversion, EMGET and Multnomah Gang Services - 5% reduction	5% reduction in funding for JCP Basic, Diversion, EMGET and Multnomah Gang Services.	5	1,156,867	0	0	0	0	\$ 1,156,867	0	0.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	Services across the state's juvenile justice continuum will be negatively impacted by reduction in state assistance to county governments for basic services, diversion and gang intervention. Communities will have to manage 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 48 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.	5	459,968	0	0	0	33,288	\$ 493,256	3	3.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	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.	

PROGRAM PRIORITIZATION FOR 2015-17

Agency Name: Oregon Youth Authority																					
2015-17 Biennium																		Agency Number: 41500			
Agency-Wide Priorities for 2015-17 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency 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 Resurrection Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agcy	Prgrm/ Div																				
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	37,257	0	0	0	0	\$ 37,257	0	0.00	N	Y	C	Chapter 420A	ORS Chapter 420A.010 outlines the Creation of Duties for OYA. The related program activities are included in the Creation of Duties.	Increase deferred maintenance backlog and delay projects.	
						289,985,793	-	13,250,954	-	36,125,986	-	\$ 339,362,733	1,008	972.50							

Prioritize each program activity for the Agency as a whole

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 314 Department of Corrections youth in OYA close custody care. There is an additional 30% 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 reformations. Priority 1 preserves 538 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.

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

18. Legal Requirement Code
- C Constitutional
  - D Debt Service
  - FM Federal - Mandatory
  - FO Federal - Optional (once you choose to participate, certain requirements exist)
  - S Statutory

## Budget Narrative

### 10% REDUCTION OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM (WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	DESCRIBE REDUCTION (DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	AMOUNT AND FUND TYPE (GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	RANK AND JUSTIFICATION (RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Facility Services	<p>CONSOLIDATION AND CLOSURE OF ONE OR MORE FACILITIES AND ELIMINATING UP TO 100 CLOSE-CUSTODY BEDS.</p> <p>REDUCTION OF 120 POSITIONS</p>	<p>GENERAL FUND REDUCTION:</p> <p>5% - \$9.5 MILLION</p> <p>10% - \$19.1 MILLION</p>	A REDUCTION OF CLOSE-CUSTODY CAPACITY WILL RESTRICT THE STATE'S ABILITY TO PROVIDE REFORMATION AND TREATMENT SERVICES TO YOUTH WHO NEED A SECURE SETTING. THE AGENCY WILL ATTEMPT TO DEVELOP ALTERNATIVE COMMUNITY SETTINGS TO SERVE THOSE OFFENDERS WHO CAN BE SAFELY HOUSED IN A LESS-RESTRICTIVE ENVIRONMENT.
2. Community Services	<p>ELIMINATE UP TO 95 COMMUNITY PLACEMENT BEDS. REDUCE PAROLE AND PROBATION SERVICE LEVEL.</p> <p>REDUCTION 3 OF POSITIONS.</p>	<p>GENERAL FUND REDUCTION:</p> <p>5% - \$3.15 MILLION</p> <p>10% - \$6.3 MILLION</p>	THIS REDUCTION OF STATEWIDE COMMUNITY PLACEMENT CAPACITY LIMITS THE STATE'S ABILITY TO PROVIDE REFORMATION SERVICES IN A SETTING THAT BEST MEETS THE YOUTH'S PUBLIC SAFETY RISK.
3. Counties	10% COUNTY CONTRACTS FUNDING.	<p>GENERAL FUND REDUCTION:</p> <p>5% - \$1.15 MILLION</p> <p>10% - \$2.3 MILLION</p>	A GENERAL FUND REDUCTION IN SPECIAL PAYMENTS AND ASSISTANCE TO LOCAL GOVERNMENTS WILL RESULT IN NEGATIVE IMPACTS TO SERVICES ACROSS THE STATE'S JUVENILE JUSTICE CONTINUUM.
4. All other Programs and Services	<p>REDUCE CORRESPONDING PROGRAM SUPPORT LEVEL.</p> <p>REDUCTION OF 5 POSITIONS.</p>	<p>GENERAL FUND REDUCTION:</p> <p>5% - \$0.6 MILLION</p> <p>10% - \$1.2 MILLION</p>	THE AGENCY IS FORWARDING A PROPORTIONATE REDUCTION IN ALL OTHER AGENCY PROGRAM AREAS INCLUDING COMMUNITY SERVICES, COMMUNITY RESOURCES, FACILITY SERVICES, TREATMENT SERVICES, HEALTH SERVICES, EDUCATIONAL SERVICES FOR OLDER YOUTH, THE DIRECTOR'S OFFICE, BUSINESS SERVICES, PHYSICAL PLANT OPERATIONS AND CAPITAL IMPROVEMENT, OFFICE OF INCLUSION AND INTERCULTURAL RELATIONS, PROFESSIONAL STANDARDS, AND INFORMATION SERVICES.

# Budget Narrative

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## 2013-15 LEGISLATIVELY APPROVED BUDGET ORGANIZATIONAL CHART

### **Youth Correctional Facilities**

MacLaren  
Hillcrest  
Rogue Valley  
North Coast  
Oak Creek/Transition Program  
Eastern Oregon  
Tillamook

### **Re-Entry Facilities**

RiverBend  
Camp Florence  
Camp Tillamook

### **Maintenance Services**

### **Health Services**

### **Education/Vocation Services**

### **Facility Services**

790 POS / 755.25 FTE

### **Director's Office**

Office of Inclusion and Intercultural Relations  
Professional Standards Office

### **Information Systems**

Juvenile Justice Information System (JJIS)

### **Treatment Services**

### **Business Services**

Agency-wide

### **Program Support**

98 POS / 98.00 FTE

### **Community Programs**

Residential / Foster Care  
Individualized Community Services  
Parole Services  
Probation Services  
Interstate Compact

### **County Programs**

County Diversion  
Juvenile Crime Prevention Basic Services  
Youth Gang Services

### **Community Resources Unit**

### **Community Services**

137 POS / 136.54 FTE



# Budget Narrative

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## 2015-17 GOVERNOR'S BUDGET ORGANIZATIONAL CHART

### **Youth Correctional Facilities**

MacLaren  
Hillcrest  
Rogue Valley  
North Coast  
Oak Creek/Transition Program  
Eastern Oregon  
Tillamook

### **Re-Entry Facilities**

RiverBend  
Camp Florence  
Camp Tillamook

### **Maintenance Services**

**Health Services**  
**Education/Vocation Services**

### **Facility Services**

756 POS / 723.75 FTE

### **Director's Office**

Office of Inclusion and Intercultural Relations  
Professional Standards Office

### **Information Systems**

Juvenile Justice Information System (JJIS)

### **Treatment Services**

### **Business Services**

Agency-wide

### **Program Support**

112 POS / 112.00 FTE

### **Community Programs**

Residential / Foster Care  
Individualized Community Services  
Parole Services  
Probation Services  
Interstate Compact

### **County Programs**

County Diversion  
Juvenile Crime Prevention Basic Services  
Youth Gang Services

### **Community Resources Unit**

### **Community Services**

143 POS / 141.25 FTE

Oregon Youth Authority

Agency Number: 41500

Agencywide Program Unit Summary  
2015-17 Biennium

Version: Y - 01 - Governor's Budget

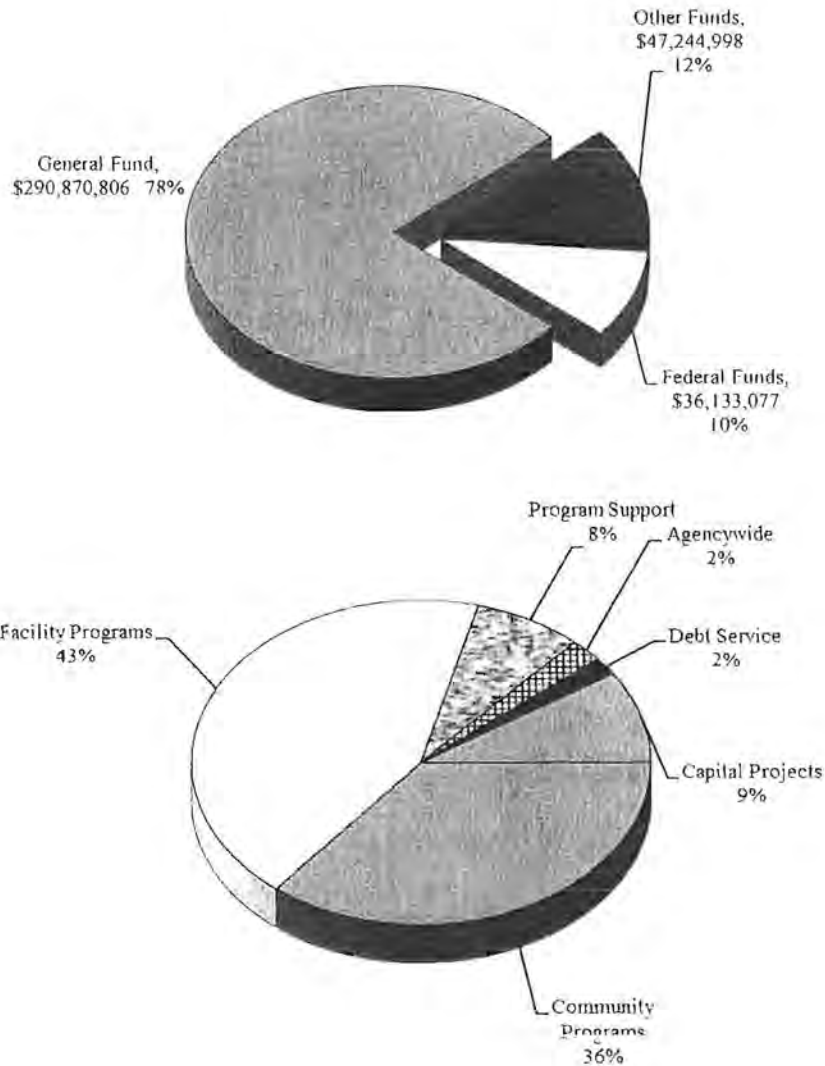
Summary Cross Reference Number	Cross Reference Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
010-00-00-00000	<b>Facility Programs</b>						
	General Fund	143,213,860	147,935,102	152,100,070	155,803,457	151,840,542	-
	Other Funds	5,189,529	9,135,198	9,180,341	9,627,101	9,725,708	-
	Federal Funds	104,764	23,743	24,405	-	-	-
	All Funds	148,508,153	157,094,043	161,304,816	165,430,558	161,566,250	-
020-00-00-00000	<b>Community Programs</b>						
	General Fund	75,699,996	90,541,326	91,462,267	105,167,655	95,302,203	-
	Other Funds	2,992,673	4,062,352	4,062,352	4,020,508	4,020,508	-
	Federal Funds	25,391,273	33,257,772	33,373,760	34,990,106	34,990,106	-
	All Funds	104,083,942	127,861,450	128,898,379	144,178,269	134,312,817	-
030-00-00-00000	<b>Program Support</b>						
	General Fund	30,673,188	28,220,035	29,743,858	39,075,265	36,104,264	-
	Other Funds	124,160	851,214	851,214	94,303	94,303	-
	Federal Funds	1,698,773	1,214,536	1,282,753	1,222,389	1,142,971	-
	All Funds	32,496,121	30,285,785	31,877,825	40,391,957	37,341,538	-
086-00-00-00000	<b>Debt Service</b>						
	General Fund	5,342,502	1,632,438	1,632,438	6,931,817	6,878,666	-
	Other Funds	-	384,877	384,877	-	-	-
	Federal Funds	-	1	1	-	-	-
	All Funds	5,342,502	2,017,316	2,017,316	6,931,817	6,878,666	-



Summary Cross Reference Number	Cross Reference Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
088-00-00-00000	Capital Improvements						
	General Fund	695,620	723,411	723,411	745,131	745,131	-
089-00-00-00000	Capital Construction						
	Other Funds	-	5,074,941	5,074,941	26,624,042	33,300,435	-
<b>TOTAL AGENCY</b>							
	General Fund	255,625,166	269,052,312	275,662,044	307,723,325	290,870,806	-
	Other Funds	8,306,362	19,508,582	19,553,725	40,365,954	47,140,954	-
	Federal Funds	27,194,810	34,496,052	34,680,919	36,212,495	36,133,077	-
	All Funds	291,126,338	323,056,946	329,896,688	384,301,774	374,144,837	-

# Budget Narrative

## 2015-17 Governor's Budget by Program \$374,144,837 Total Funds



The Governor's Budget (GB) for the Oregon Youth Authority consists of:

**Facility Services - \$161,566,250 Total Funds / \$151,840,542 General Fund 657 beds**

- Youth Correctional Facilities 582 beds
  - MacLaren – 136 beds
  - Hillcrest – 136 beds
  - Rogue Valley – 100 beds
  - North Coast – 50 beds
  - Oak Creek – 60 beds
  - Eastern Oregon – 50 beds
  - Tillamook – 50 beds
- Re-Entry Facilities – 75 beds
  - Young Women's Re-entry (operates within Oak Creek YCF)
  - Camp Florence - 25 beds
  - Camp Tillamook – 25 beds
  - RiverBend Facility – 25 beds

**Community Services - \$134,315,817 Total Funds / \$95,302,203 General Fund 633 beds**

- JCP Basic, County Diversion and Multnomah County Youth Gang Services
- Parole and Probation Services
- Residential Care, Foster Care and Individualized Community Services
- Interstate Compact

**Program Support - \$28,859,991 Total Funds / \$27,894,219 General Fund**

**Agency-wide Support - \$8,481,547 Total Funds / \$8,210,045 General Funds**

**Capital Budgeting - \$34,045,566 Total Funds / \$745,131 General Funds**

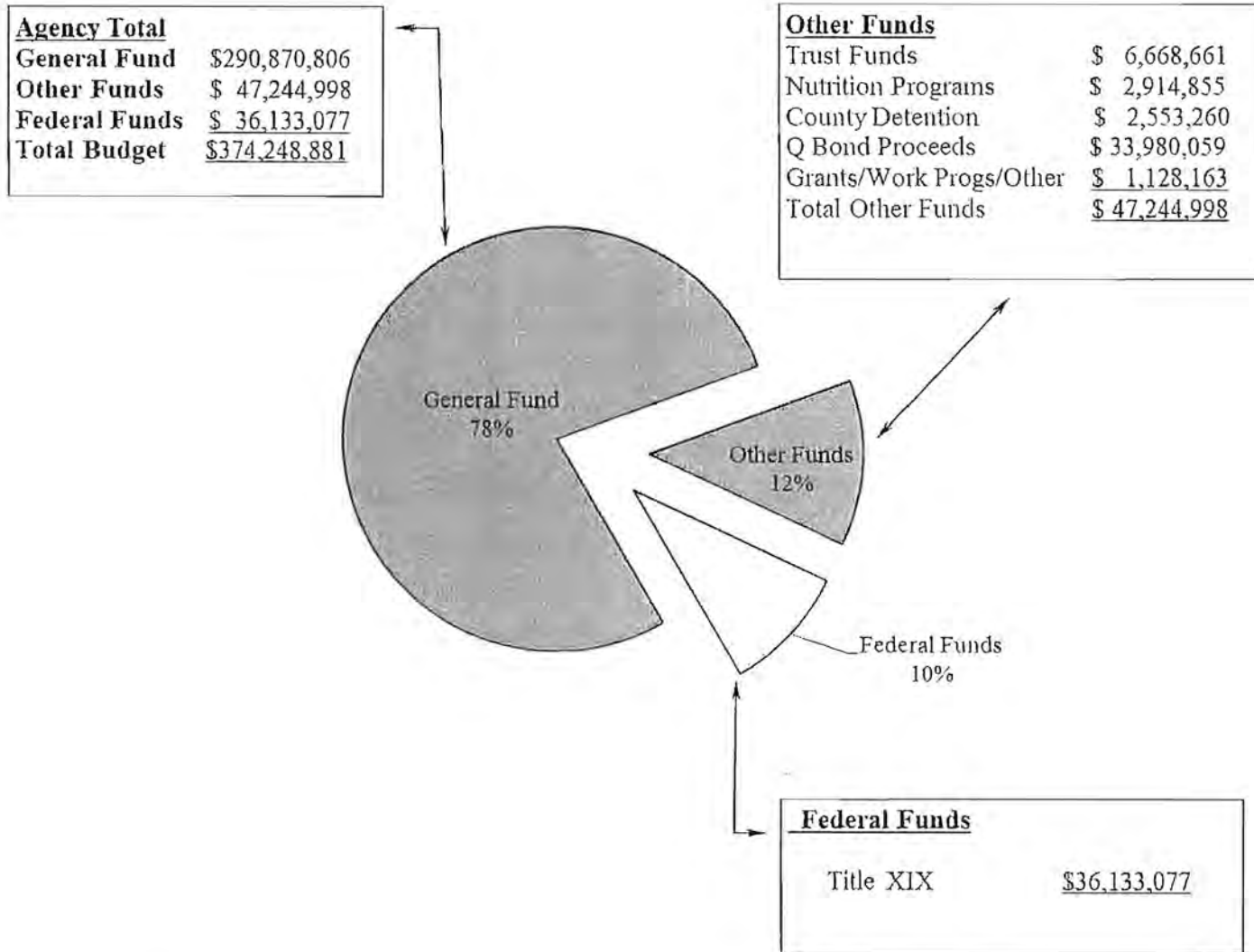
**Debt Services - \$6,878,666 Total Funds / \$6,878,666 General Funds**





# Budget Narrative

## Revenue Discussion



## Budget Narrative

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### **How 2015-17 Revenues are Estimated**

#### Federal Funds – Title XIX Medicaid

Targeted Case Management and Medicaid Administration revenue estimates are based on OYA's Random Moment Sample (RMS) percentages. Estimated percentages of total expenditures used in the Governor's Budget are Targeted Case Management 18.01% and Administration 3.22%. Behavioral Rehabilitation Services (BRS) revenues are based on the percentage of costs that are service-related multiplied by the percent of youth who are Title XIX eligible. The blended rate for the 2015-17 biennium is 63.90% Federal Funds. The blended Medicaid match rate used for 2015-17 Governor's Budget is 63.90%. Program Support revenue is based on an indirect cost allocation method that factors in the costs of both Community Services (RMS) and Facility Services (General Fund) to produce a weighted average for a federal claim.

#### Other Funds

Trust Accounts - OYA offsets expenditures on behalf of youth offenders in its care by establishing trust accounts and recovering child support, Social Security and other benefits available for care of the youth offenders. Trust receipt estimates are based on 2012 and 2013 fiscal year experience. OYA tracks expenditures by program and calculates the percentage of expenditures recovered from trust accounts. The 2015-17 estimates for Community Services are based on historical percentages as applied to each program's budgeted expenditures. The 2015-17 estimates for Facility Services are based on the forecasted OYA youth population multiplied by the historical average recovery.

Other Sources - USDA / ODE School Nutrition Program is projected at \$2,914,855 based on the eligible percentage of the forecasted OYA youth offender population and the estimated reimbursement rates. County Detention reimbursement at the YCF is budgeted at \$2,553,260 for 2015-17. Training Academy and other miscellaneous expenditure reimbursements are estimated to continue at the 2013-15 level. The Governor's Budget includes Other Funds limitation for youth work programs for 2015-17.

The Governor's Budget includes a policy option package requesting \$33,300,435 from the sale of Article XI Q bonds. This funding, if approved, will be used for security electronic projects, physical security projects, capital improvements, and deferred maintenance.

### **How Costs are Allocated to Fund Sources**

Facility Services expenditures related to close-custody care are funded with General Fund and are not eligible for federal reimbursement. When funding these expenditures, the youth offender's personal financial resources (trust account) also are considered. If there are trust funds available, application is made against the trust account and the funds are taken as an offset to the youth offender's cost of care (Other Funds revenue). 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. The remaining expenses are paid from the General Fund

Community Services expenditures are paid to providers for services authorized for a specific youth offender by a parole and probation officer. Providers include foster parents and residential treatment providers. When funding these expenditures, the youth offender's Title XIX eligibility and personal



## Budget Narrative

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financial resources (trust account) are considered. If there are trust funds available, application is made against the trust account and the funds are taken as an offset to the youth offender's cost of care (Other Funds revenue). Then Title XIX eligibility is examined; Federal Funds are claimed if the service provided is Medicaid-reimbursable. The remaining or non-reimbursable expenses are paid from the General Fund. Personal services and related services and supply costs are linked to fund sources indirectly through the use of a monthly Random Moment Sample (RMS), which measures staff activity and allocates that activity to the appropriate federal funding source (Title XIX Medicaid Targeted Case Management or Title XIX Administration). The balance is charged to the General Fund.

Program Support is linked to fund sources indirectly through the use of a monthly Random Moment Sample (RMS), which measures worker activity and allocates that activity to the appropriate federal funding source (Title XIX Medicaid Targeted Case Management or Title XIX Administration). The balance is charged to the General Fund.

**DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE**

Oregon Youth Authority  
2015-17 Biennium

Agency Number: 41500  
Cross Reference Number: 41500-000-00-00-00000

<b>Source</b>	<b>2011-13 Actuals</b>	<b>2013-15 Leg Adopted Budget</b>	<b>2013-15 Leg Approved Budget</b>	<b>2015-17 Agency Request Budget</b>	<b>2015-17 Governor's Budget</b>	<b>2015-17 Leg Adopted Budget</b>
<b>Other Funds</b>						
Charges for Services	41,759	177,841	177,841	94,303	94,303	-
Care of State Wards	4,947,860	6,715,610	6,715,610	6,564,617	6,564,617	-
Rents and Royalties	18,548	25,280	25,280	25,280	25,280	-
General Fund Obligation Bonds	-	5,165,000	5,165,000	27,205,059	33,980,059	-
Interest Income - COP	57,259	-	-	-	-	-
Sales Income	599,104	905,000	905,000	905,000	905,000	-
Donations	130,222	103,580	103,580	103,580	103,580	-
Other Revenues	643,844	3,567,075	3,612,218	2,553,260	2,553,260	-
Tsfr From Education, Dept of	2,196,845	2,914,855	2,914,855	2,914,855	2,914,855	-
Tsfr To Administrative Svcs	(57,259)	-	-	-	-	-
<b>Total Other Funds</b>	<b>\$8,578,182</b>	<b>\$19,574,241</b>	<b>\$19,619,384</b>	<b>\$40,365,954</b>	<b>\$47,140,954</b>	<b>-</b>
<b>Federal Funds</b>						
Federal Funds	12,884,827	34,496,051	34,680,918	36,212,495	36,133,077	-
Tsfr From Human Svcs, Dept of	14,257,135	-	-	-	-	-
Tsfr From Police, Dept of State	52,848	-	-	-	-	-
<b>Total Federal Funds</b>	<b>\$27,194,810</b>	<b>\$34,496,051</b>	<b>\$34,680,918</b>	<b>\$36,212,495</b>	<b>\$36,133,077</b>	<b>-</b>
<b>Nonlimited Federal Funds</b>						
Federal Funds	-	1	1	-	-	-
<b>Total Nonlimited Federal Funds</b>	<b>-</b>	<b>\$1</b>	<b>\$1</b>	<b>-</b>	<b>-</b>	<b>-</b>

**DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE**

Oregon Youth Authority  
2015-17 Biennium

Agency Number: 41500  
Cross Reference Number: 41500-010-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Charges for Services	80	3,951	3,951	-	-	-
Care of State Wards	1,993,389	2,653,258	2,653,258	2,544,109	2,544,109	-
Rents and Royalties	18,548	25,280	25,280	25,280	25,280	-
General Fund Obligation Bonds	-	90,059	90,059	581,017	679,624	-
Sales Income	598,047	905,000	905,000	905,000	905,000	-
Donations	130,222	103,580	103,580	103,580	103,580	-
Other Revenues	157,964	2,504,874	2,550,017	2,553,260	2,553,260	-
Tsfr From Education, Dept of	2,196,845	2,914,855	2,914,855	2,914,855	2,914,855	-
<b>Total Other Funds</b>	<b>\$5,095,095</b>	<b>\$9,200,857</b>	<b>\$9,246,000</b>	<b>\$9,627,101</b>	<b>\$9,725,708</b>	<b>-</b>
<b>Federal Funds</b>						
Federal Funds	25,804	23,743	24,405	-	-	-
Tsfr From Human Svcs, Dept of	26,112	-	-	-	-	-
Tsfr From Police, Dept of State	52,848	-	-	-	-	-
<b>Total Federal Funds</b>	<b>\$104,764</b>	<b>\$23,743</b>	<b>\$24,405</b>	<b>-</b>	<b>-</b>	<b>-</b>

**DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE**

Oregon Youth Authority  
2015-17 Biennium

Agency Number: 41500  
Cross Reference Number: 41500-020-00-00-00000

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Care of State Wards	2,954,471	4,062,352	4,062,352	4,020,508	4,020,508	-
Other Revenues	56,803	-	-	-	-	-
<b>Total Other Funds</b>	<b>\$3,011,274</b>	<b>\$4,062,352</b>	<b>\$4,062,352</b>	<b>\$4,020,508</b>	<b>\$4,020,508</b>	<b>-</b>
<b>Federal Funds</b>						
Federal Funds	11,833,827	33,257,772	33,373,760	34,990,106	34,990,106	-
Tsfr From Human Svcs, Dept of	13,557,446	-	-	-	-	-
<b>Total Federal Funds</b>	<b>\$25,391,273</b>	<b>\$33,257,772</b>	<b>\$33,373,760</b>	<b>\$34,990,106</b>	<b>\$34,990,106</b>	<b>-</b>

**DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE**

Oregon Youth Authority  
2015-17 Biennium

Agency Number: 41500  
Cross Reference Number: 41500-030-00-00-00000

<b>Source</b>	<b>2011-13 Actuals</b>	<b>2013-15 Leg Adopted Budget</b>	<b>2013-15 Leg Approved Budget</b>	<b>2015-17 Agency Request Budget</b>	<b>2015-17 Governor's Budget</b>	<b>2015-17 Leg Adopted Budget</b>
<b>Other Funds</b>						
Charges for Services	41,679	173,890	173,890	94,303	94,303	-
Sales Income	1,057	-	-	-	-	-
Other Revenues	44,201	677,324	677,324	-	-	-
<b>Total Other Funds</b>	<b>\$86,937</b>	<b>\$851,214</b>	<b>\$851,214</b>	<b>\$94,303</b>	<b>\$94,303</b>	<b>-</b>
<b>Federal Funds</b>						
Federal Funds	1,025,196	1,214,536	1,282,753	1,222,389	1,142,971	-
Tsfr From Human Svcs, Dept of	673,577	-	-	-	-	-
<b>Total Federal Funds</b>	<b>\$1,698,773</b>	<b>\$1,214,536</b>	<b>\$1,282,753</b>	<b>\$1,222,389</b>	<b>\$1,142,971</b>	<b>-</b>

**DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE**

Oregon Youth Authority  
2015-17 Biennium

Agency Number: 41500  
Cross Reference Number: 41500-086-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
Interest Income - COP	57,259	-	-	-	-	-
Other Revenues	-	384,877	384,877	-	-	-
Tsfr To Administrative Svcs	(57,259)	-	-	-	-	-
<b>Total Other Funds</b>	-	\$384,877	\$384,877	-	-	-
<b>Nonlimited Federal Funds</b>						
Federal Funds	-	1	1	-	-	-
<b>Total Nonlimited Federal Funds</b>	-	\$1	\$1	-	-	-



**DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE**

Oregon Youth Authority  
2015-17 Biennium

Agency Number: 41500  
Cross Reference Number: 41500-089-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
<b>Other Funds</b>						
General Fund Obligation Bonds	-	5,074,941	5,074,941	26,624,042	33,300,435	-
Other Revenues	384,876	-	-	-	-	-
<b>Total Other Funds</b>	<b>\$384,876</b>	<b>\$5,074,941</b>	<b>\$5,074,941</b>	<b>\$26,624,042</b>	<b>\$33,300,435</b>	<b>-</b>

## Budget Narrative

### DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
Trust and Agency Receipts	OF	4,947,940	6,719,561	3,975,336	6,564,617	6,668,661	
Nutrition Program	OF	2,196,845	2,914,855	2,016,321	2,914,855	2,914,855	
COP / Q Bond Proceeds	OF	384,876	5,165,000	5,165,000	27,205,059	33,980,059	
Alcohol & Drug Abuse Prevention	OF	-	-	107,760	-	-	
County Detention Reimbursement	OF	157,964	2,504,874	-	2,553,260	2,553,260	
Grants	OF	-	-	-	-	-	
Interest Income	OF	57,259	-	-	-	-	
Work Programs and Other	OF	890,557	2,269,951	1,119,243	1,128,163	1,128,163	
<b>Title XIX Medicaid Administration / Prgrn</b>	<b>FF</b>	<b>27,194,810</b>	<b>34,496,051</b>	<b>29,924,757</b>	<b>36,212,495</b>	<b>36,133,077</b>	
Nonlimited Federal Funds	FF	-	1	1	-		
<b>TOTAL</b>	<b>OF</b>	<b>8,635,441</b>	<b>19,574,241</b>	<b>12,383,660</b>	<b>40,365,954</b>	<b>47,244,998</b>	
<b>TOTAL</b>	<b>FF</b>	<b>27,194,810</b>	<b>34,496,052</b>	<b>29,924,758</b>	<b>36,212,495</b>	<b>36,133,077</b>	

2015-17

107BF07

## Budget Narrative

### DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

#### COMMUNITY SERVICES

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
Trust and Agency Receipts	OF	2,954,471	4,062,352	2,536,847	4,020,508	4,124,552	
Miscellaneous	OF	56,803	-				
Title XIX Medicaid Administration / Prgrm	FF	25,391,273	33,257,772	28,686,479	34,990,106	34,990,106	
TOTAL	OF	3,011,274	4,062,352	2,536,847	4,020,508	4,124,552	
TOTAL	FF	25,391,273	33,257,772	28,686,479	34,990,106	34,990,106	

2015-17

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## Budget Narrative

### DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

#### FACILITIES

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
Trust and Agency Receipts	OF	1,993,469	2,657,209	1,438,489	2,544,109	2,544,109	
Nutrition Program	OF	2,196,845	2,914,855	2,016,321	2,914,855	2,914,855	
COP / Q Bond Proceeds	OF		90,059	90,059	581,017	679,624	
Alcohol & Drug Abuse Prevention	OF			107,760	-		
County Detention Reimbursement	OF	157,964	2,504,874	-	2,553,260	2,553,260	
Work Programs and Other	OF	746,817	1,033,860	1,033,860	1,033,860	1,033,860	
Title XIX Medicaid							
Administration	FF	104,764	23,743	23,743	-		
TOTAL	OF	5,095,095	9,200,857	4,686,489	9,627,101	9,725,708	
TOTAL	FF	104,764	23,743	23,743	-	-	

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# Budget Narrative

## DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

### PROGRAM SUPPORT

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
Work Programs and Other	OF	86,937	851,214	85,383	94,303	94,303	
Title XIX Medicaid Administration	FF	1,698,773	1,214,536	1,214,536	1,222,389	1,142,971	
TOTAL	OF	86,937	851,214	85,383	94,303	94,303	
TOTAL	FF	1,698,773	1,214,536	1,214,536	1,222,389	1,142,971	

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## Budget Narrative

### DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

#### DEBT SERVICE

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
Interest Income	OF	57,259		-	-	-	
Other Revenues	OF		384,877	384,877	-	-	
Nonlimited Federal Funds	FF	-	1	1	-	-	
TOTAL	OF	57,259	384,877	384,877	-	-	
TOTAL	FF	-	1	1			

2015-17



## Budget Narrative

### DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

#### CAPITAL IMPROVEMENTS

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
Other OF (Construction / Improv Projects)	OF		-	-	-	-	
TOTAL	OF		-	-	-	-	-

2015-17

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## Budget Narrative

### DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

**CAPITAL CONSTRUCTION**

SOURCE	FUND	2011-13 ACTUAL	2013-15 LEGISLATIVELY ADOPTED	2013-15 ESTIMATED	2015-17		
					AGENCY REQUEST	GOVERNOR'S BUDGET	LEGISLATIVELY ADOPTED
COP / Q Bond Proceeds	OF	384,876	5,074,941	5,074,941	26,624,042	33,300,435	
TOTAL	OF	384,876	5,074,941	5,074,941	26,624,042	33,300,435	

2015-17

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# Budget Narrative

## Community Services

### Program Description

#### 2015-17 GOVERNOR'S BUDGET ORGANIZATIONAL CHART

##### Youth Correctional Facilities

MacLaren  
Hillcrest  
Rogue Valley  
North Coast  
Oak Creek/Transition Program  
Eastern Oregon  
Tillamook

##### Re-Entry Facilities

RiverBend  
Camp Florence  
Camp Tillamook

##### Maintenance Services

##### Health Services

##### Education/Vocation Services

##### Facility Services

756 POS / 723.75 FTE

##### Director's Office

Office of Inclusion and Intercultural Relations  
Professional Standards Office

##### Information Systems

Juvenile Justice Information System (JJIS)

##### Treatment Services

##### Business Services

Agency-wide

##### Program Support

112 POS / 112.00 FTE

##### Community Programs

Residential / Foster Care  
Individualized Community Services  
Parole Services  
Probation Services  
Interstate Compact

##### County Programs

County Diversion  
Juvenile Crime Prevention Basic Services  
Youth Gang Services

##### Community Resources Unit

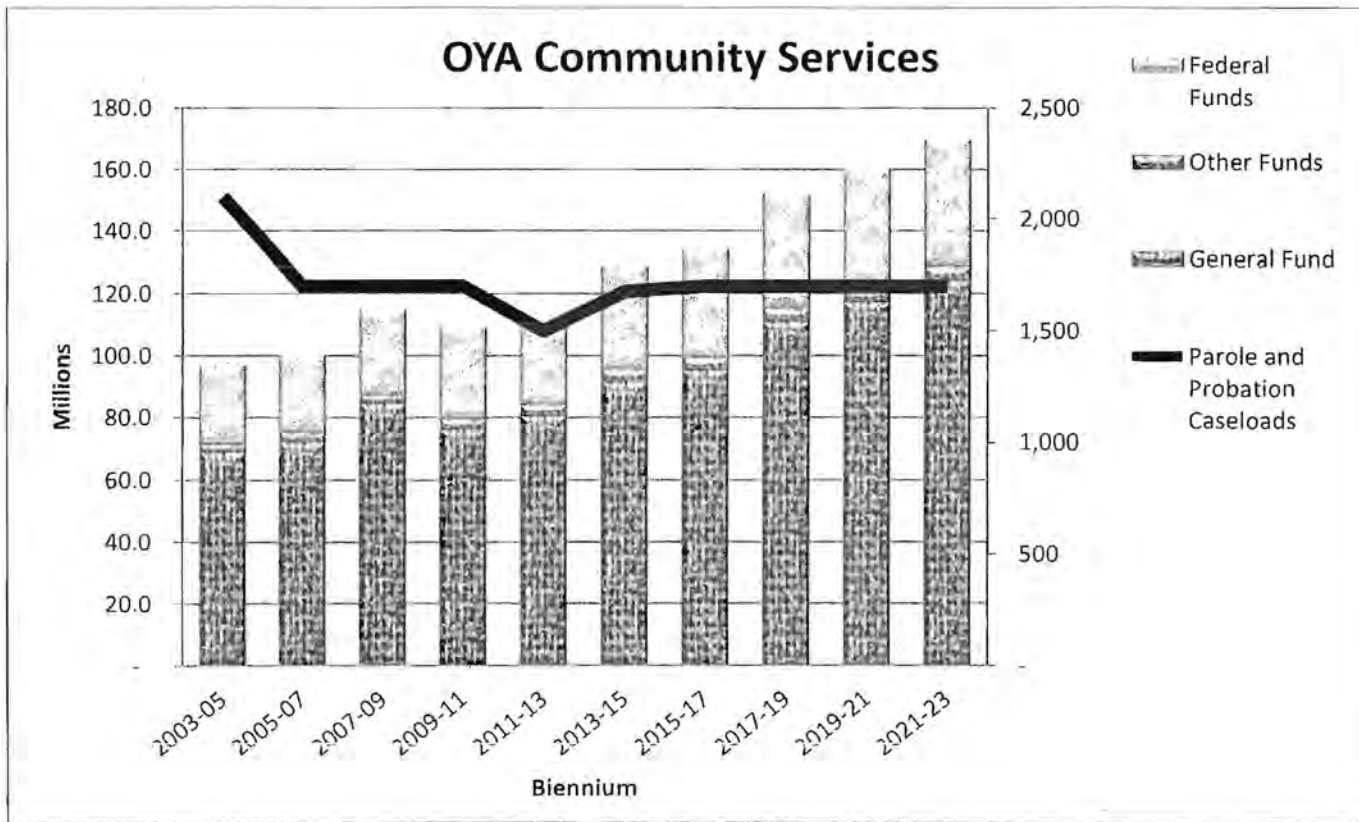
##### Community Services

143 POS / 141.25 FTE

# Budget Narrative

**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





# Budget Narrative

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## **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

# Budget Narrative

- Residential Placement Cost

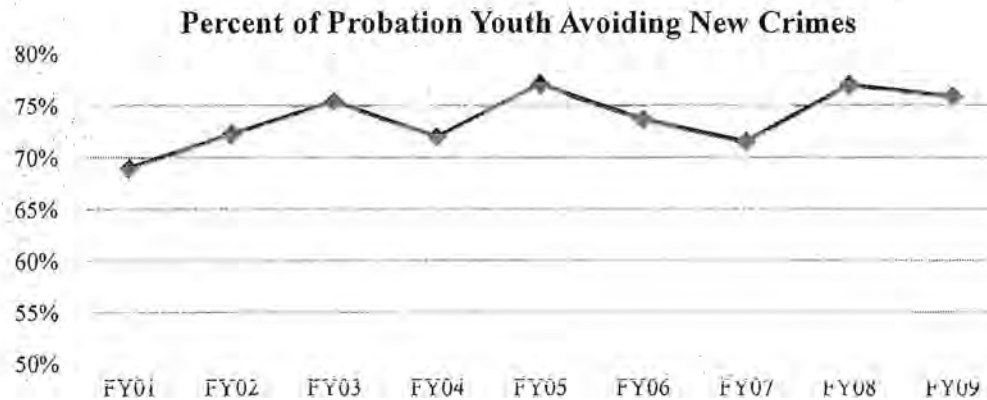
## **Program Justification and Link to 10-Year Outcome**

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**

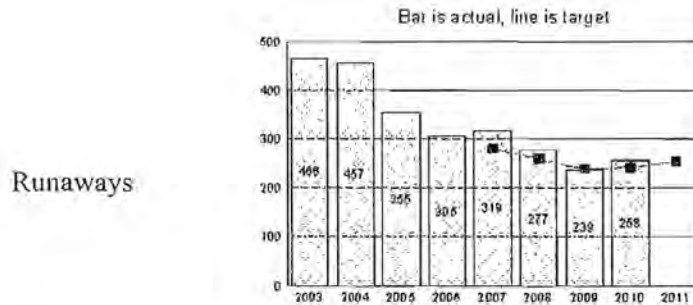
Community Services performance is measured in several ways. The most basic measure of performance is the rate at which youth offenders are successful in not committing new crimes while receiving contracted services (including young offenders from other states who are residing in Oregon under the Interstate 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.



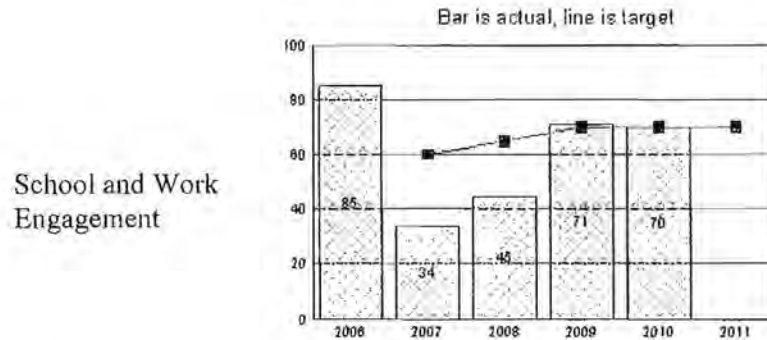
# Budget Narrative

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 2006 to 2010.



# Budget Narrative

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## **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 2013-15**

OYA does not anticipate any significant changes at this time.

## Budget Narrative

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### COMMUNITY SERVICES

#### **Purpose**

Community Services promotes reformation through accountability, participation in evidence-based treatment, school and job attendance, community services, and victim restitution. Community Services:

- Provides case management services for all youth placed in the legal and/or physical custody of OYA, whether adjudicated as juveniles or sentenced as adults;
- Oversees the treatment and other programming provided to youth offenders who are placed in the community under OYA's supervision through contracts with residential treatment programs, foster parents, and other service providers;
- Oversees contracts with counties for use of funding to support Diversion, Juvenile Crime Basic Services, and Youth Gang Services;
- Represents Oregon's participation in the Interstate Compact for Juveniles; and
- Provides services through partnerships with Oregon's county juvenile departments, community providers, advocacy groups, other jurisdictions, and other external stakeholders to define the roles of respective agency staff, promote effective communications, shared planning, efficient service delivery, and use of best practices.

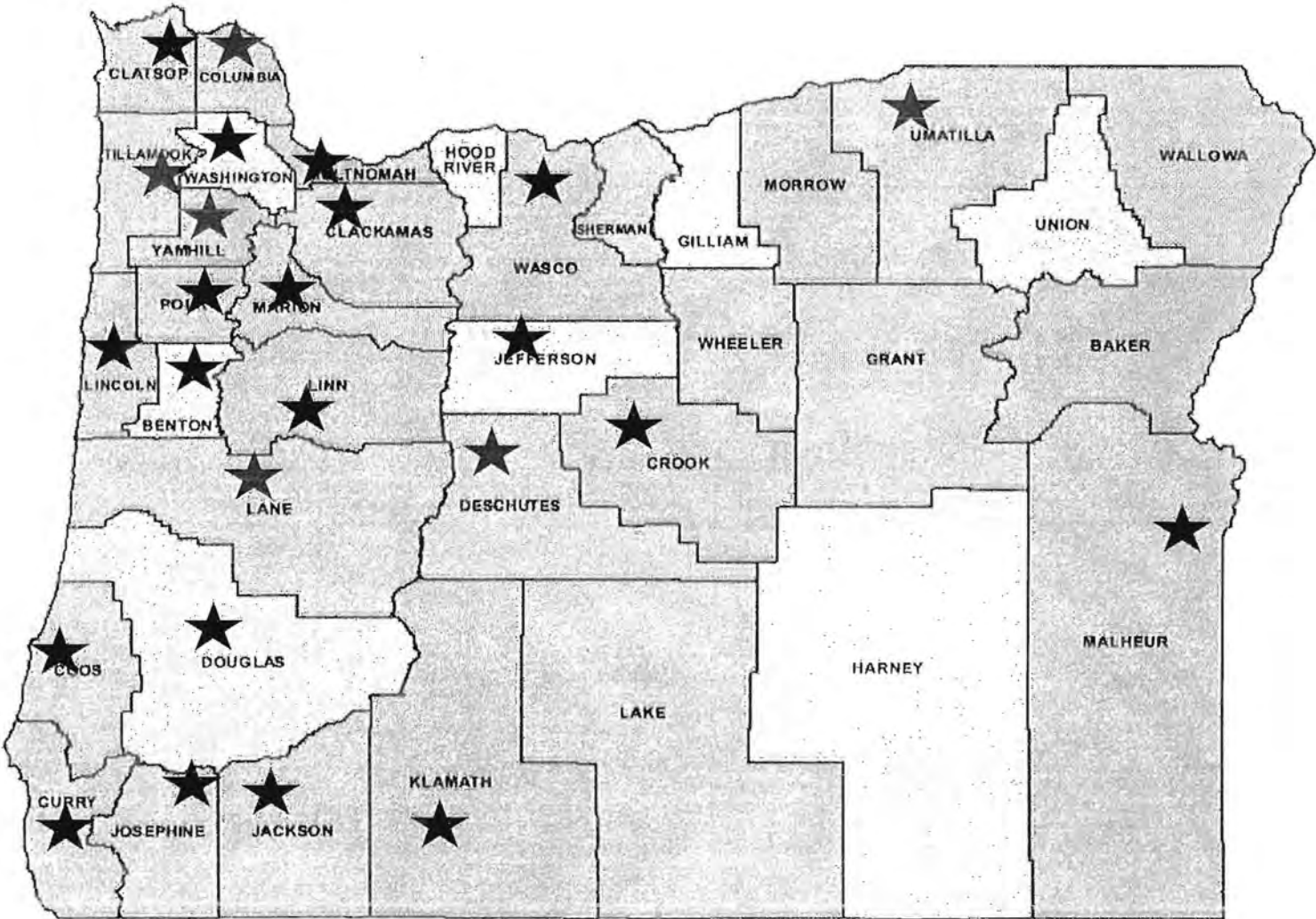
#### **Service locations**

OYA operates 25 field offices to enable JPPOs to provide services and oversight of youth offenders in communities throughout Oregon. These JPPOs work with youth and community partners to ensure youth are receiving appropriate treatment, participating in required programming, and making progress toward maintaining a crime-free and productive lifestyle.

In addition, OYA oversees 26 residential treatment programs and approximately 43 foster homes to provide a range of treatment options to youth placed under OYA's supervision in the community.

# Budget Narrative

## Parole and Probation Offices – Geographic Distribution



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