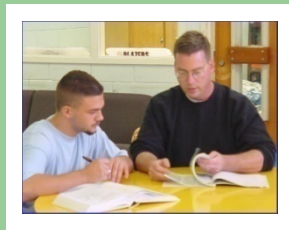
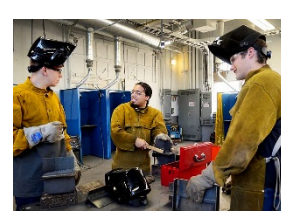




The Oregon Youth Authority



Fariborz Pakseresht, Director
Joseph O'Leary, Deputy Director

Ways and Means
Public Safety Subcommittee Presentation
February 2015

Oregon Youth Authority

Agency overview

- OYA at a glance
- The youth in OYA's care and custody
- Accomplishments and momentum

Achieving optimal outcomes

- The shifting focus in youth reformation
- Youth Reformation System
- Positive Human Development
- Practices and tools
- Measuring effectiveness

Strengthening juvenile justice

- The 2013 Legislative Budget Note
- Youth Reformation System implementation
- Positive Human Development implementation
- 10-Year Strategic Plan for Facilities

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OYA at a glance: Providing accountability and promoting safety

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

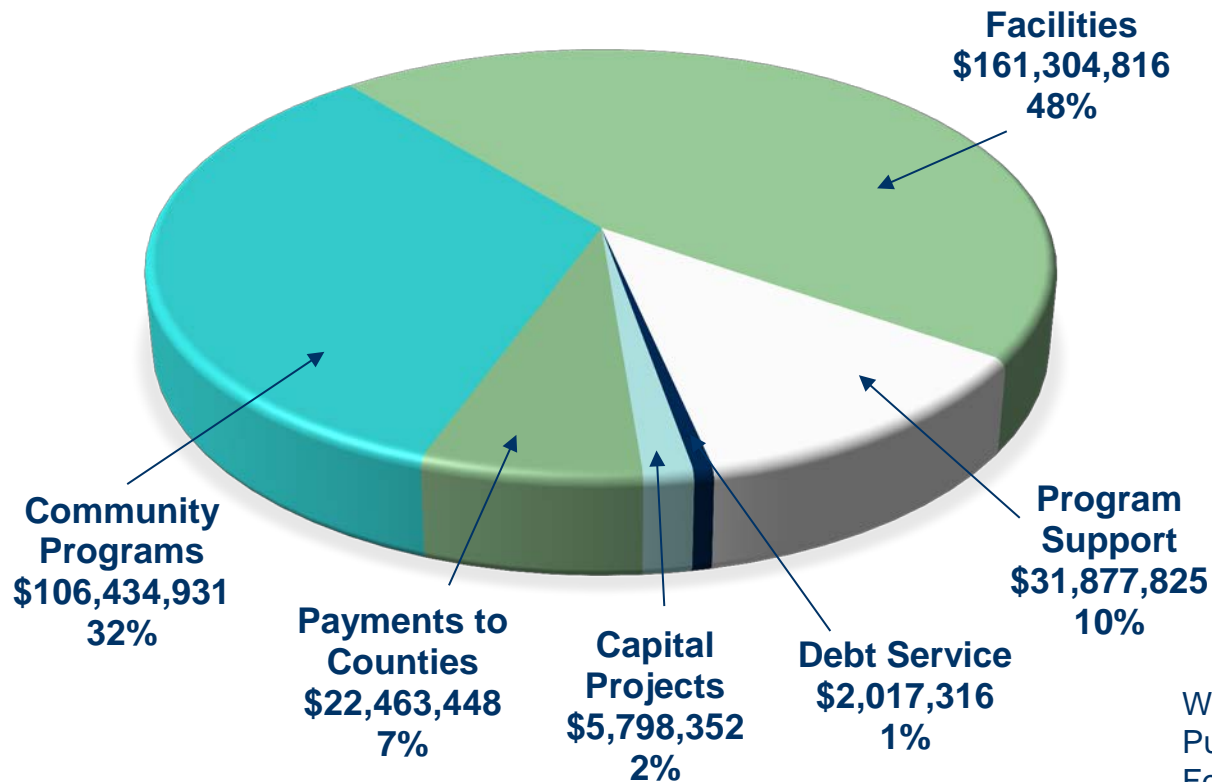
Vision: The vision of the Oregon Youth Authority is that youth who leave OYA go on to lead productive, crime-free lives.

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

- Integrity
- Professionalism
- Accountability
- Respect

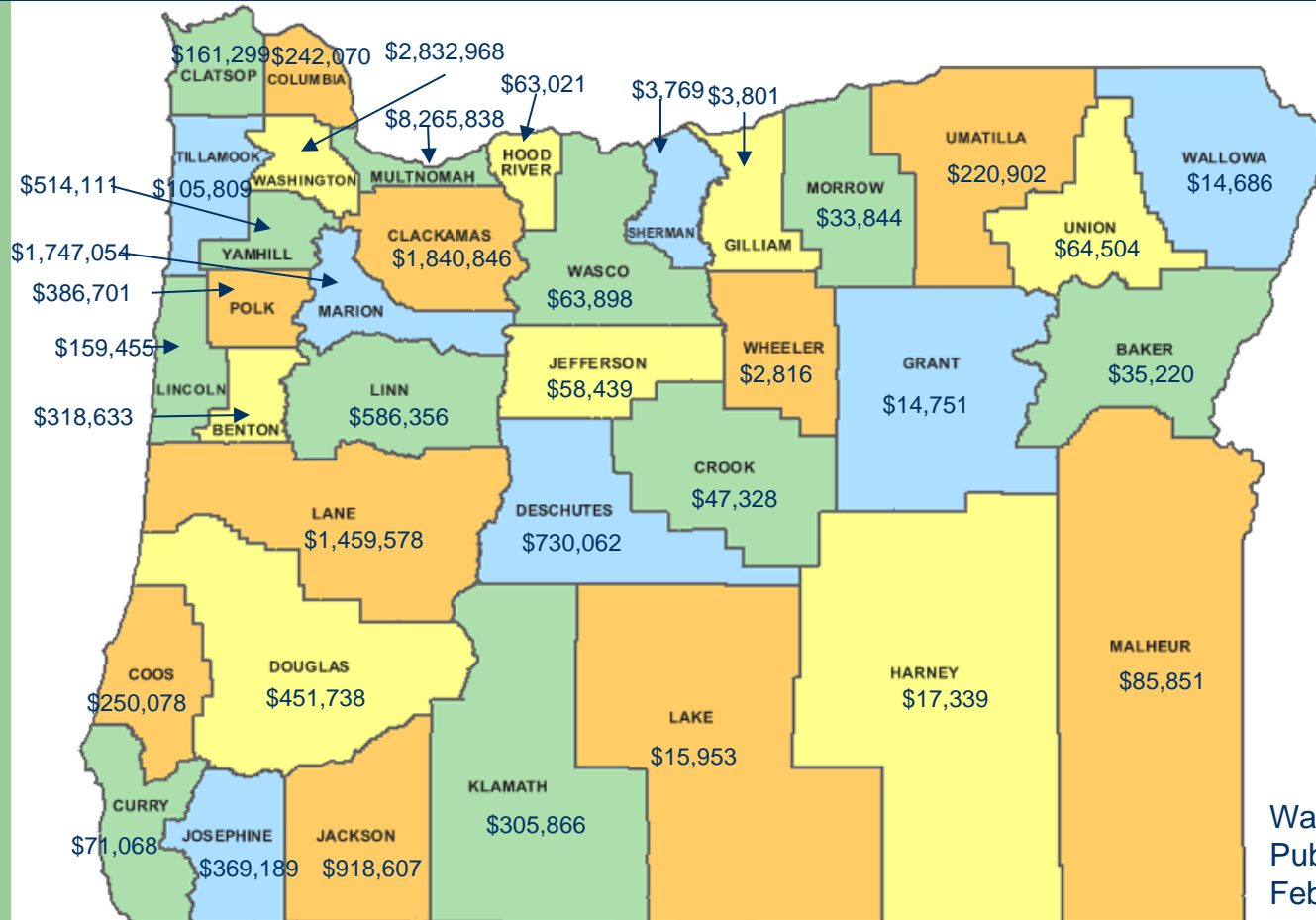
OYA at a glance: The numbers

2013-15 LAB



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OYA at a glance: Providing funding assistance to counties



Total for 2013-15:
\$22,463,448

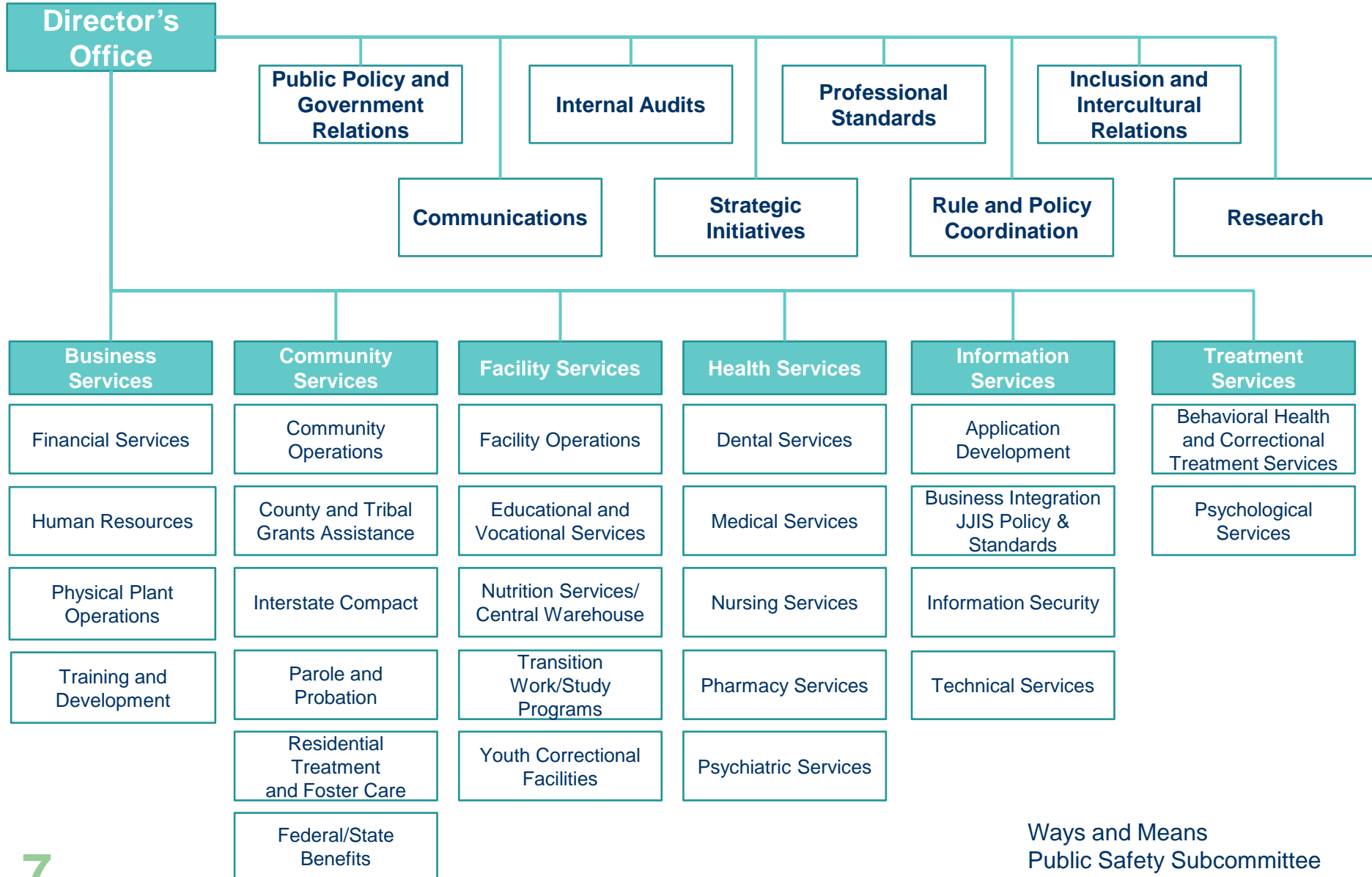
*Additional \$633,131 provided to CEOJJC for allocation among 17 member counties

Source: 2013-15 LAB

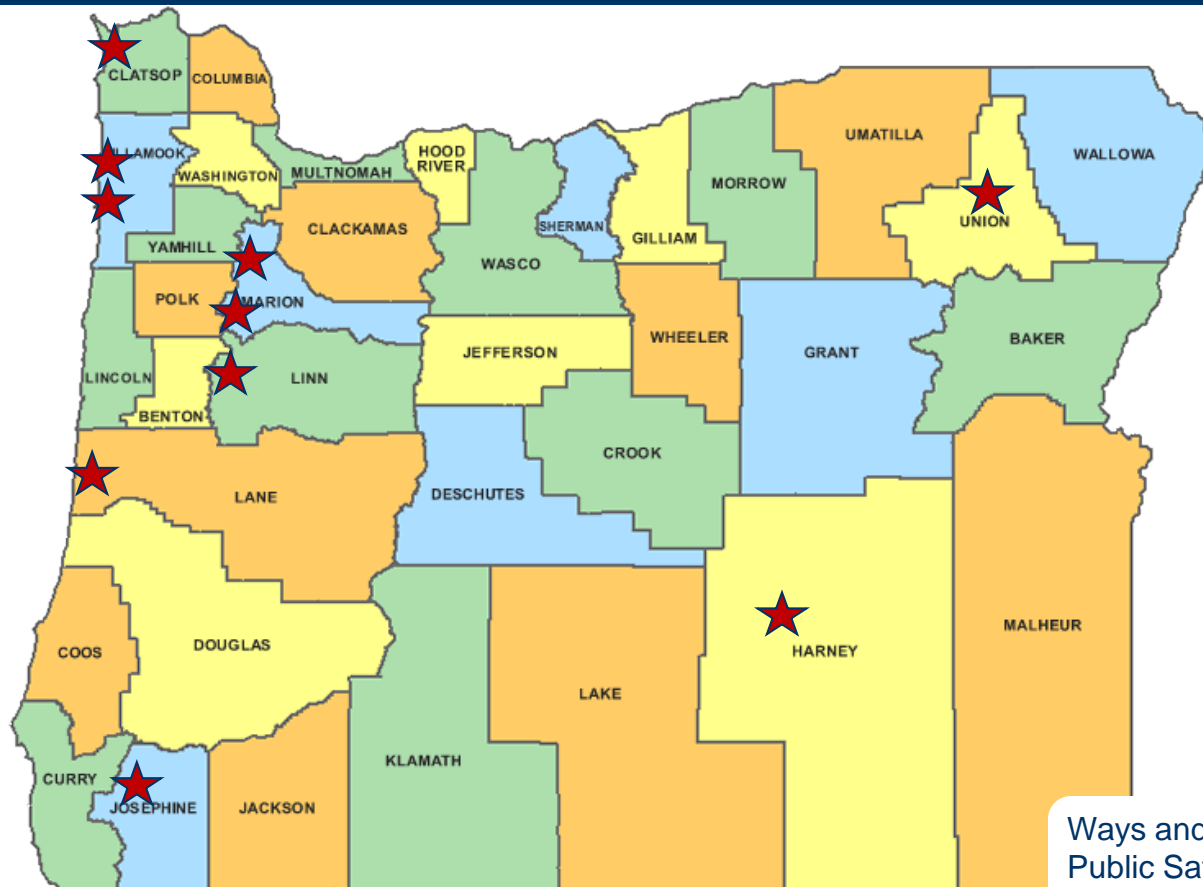
Ways and Means
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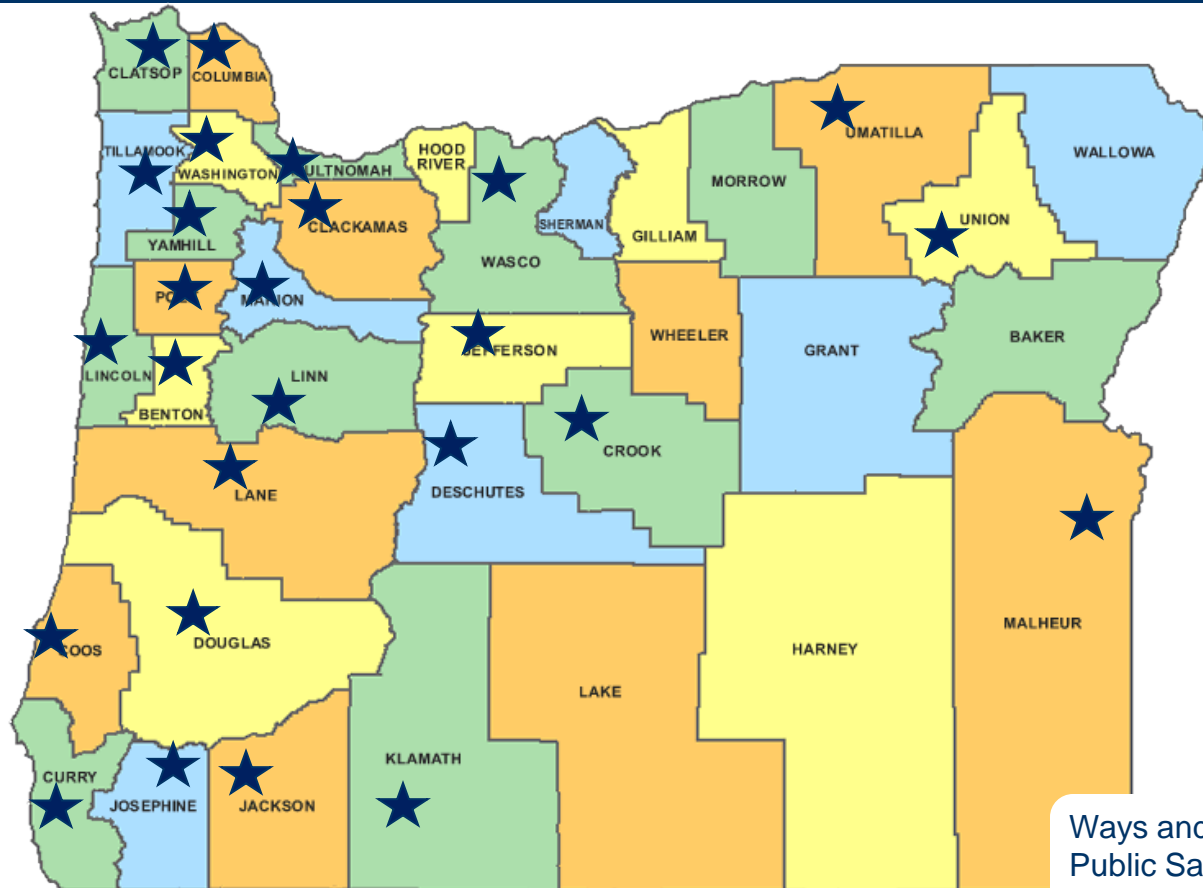
Oregon Youth Authority – Operational Structure



OYA at a glance: Close-custody facilities

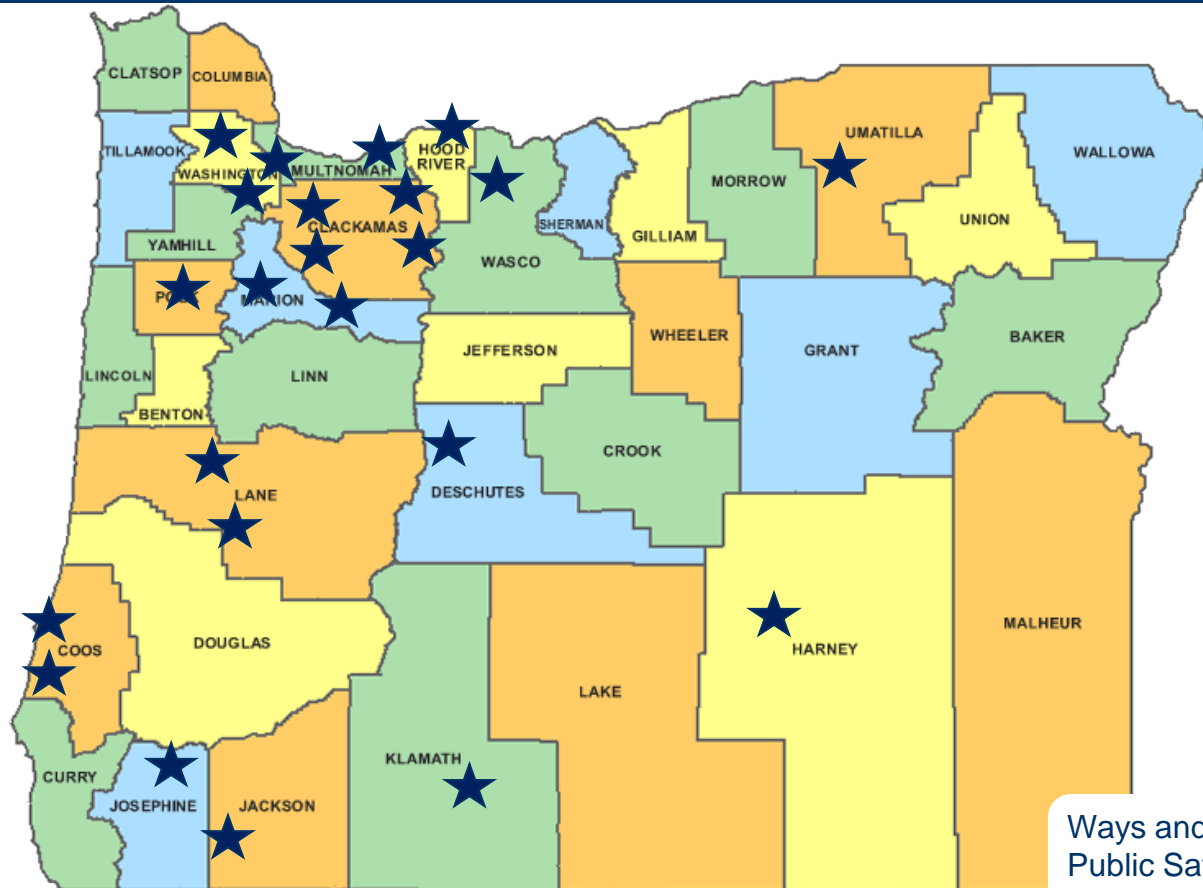


OYA at a glance: Parole and probation offices

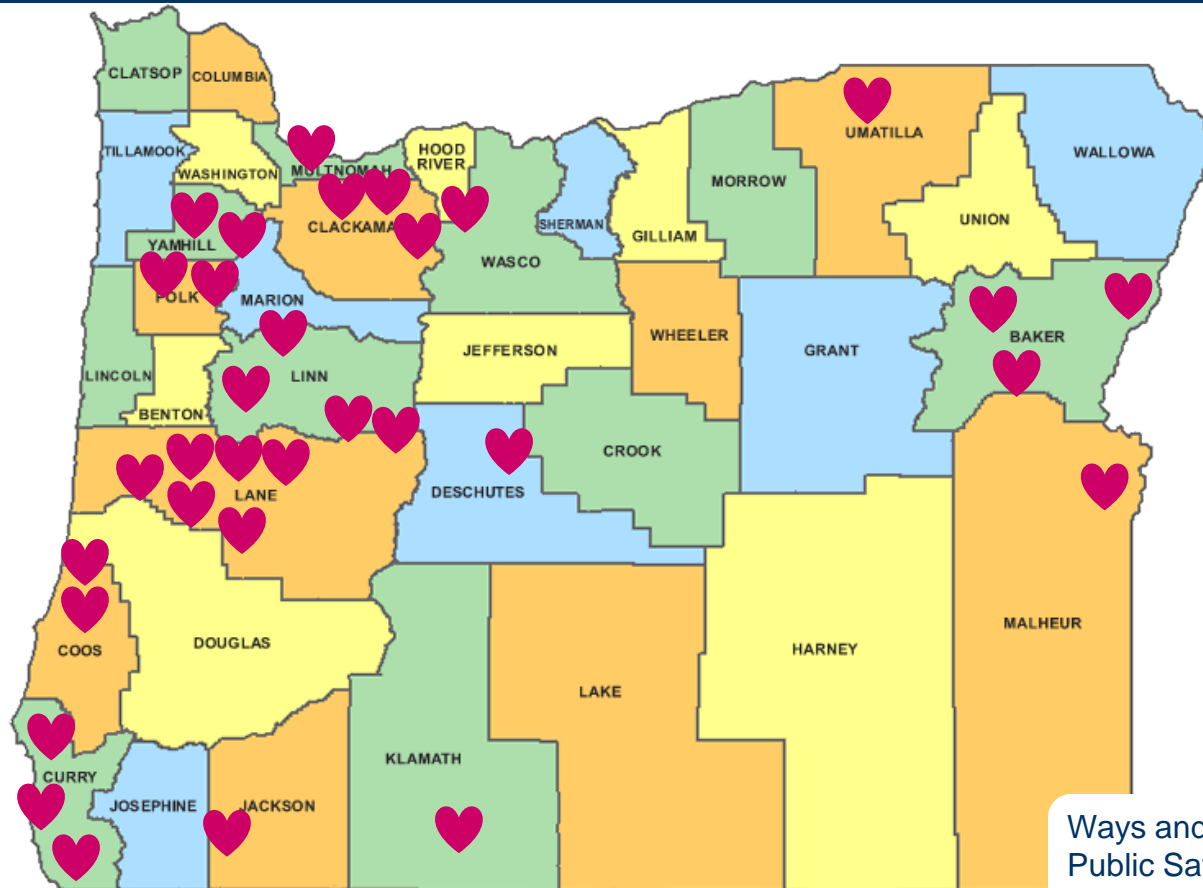


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OYA at a glance: Community residential programs



OYA at a glance: Foster and proctor homes



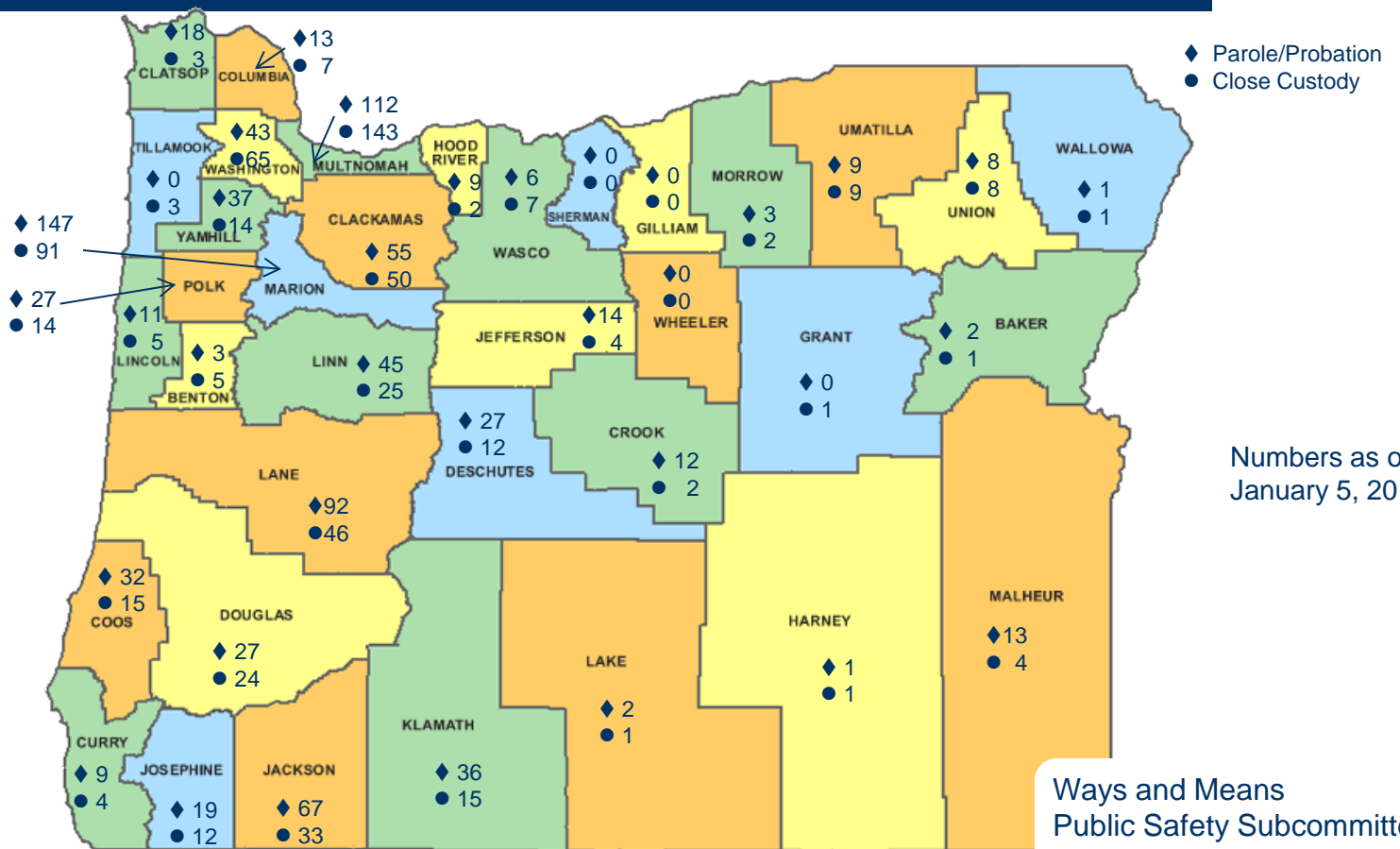
43 foster
homes
72 proctor
homes

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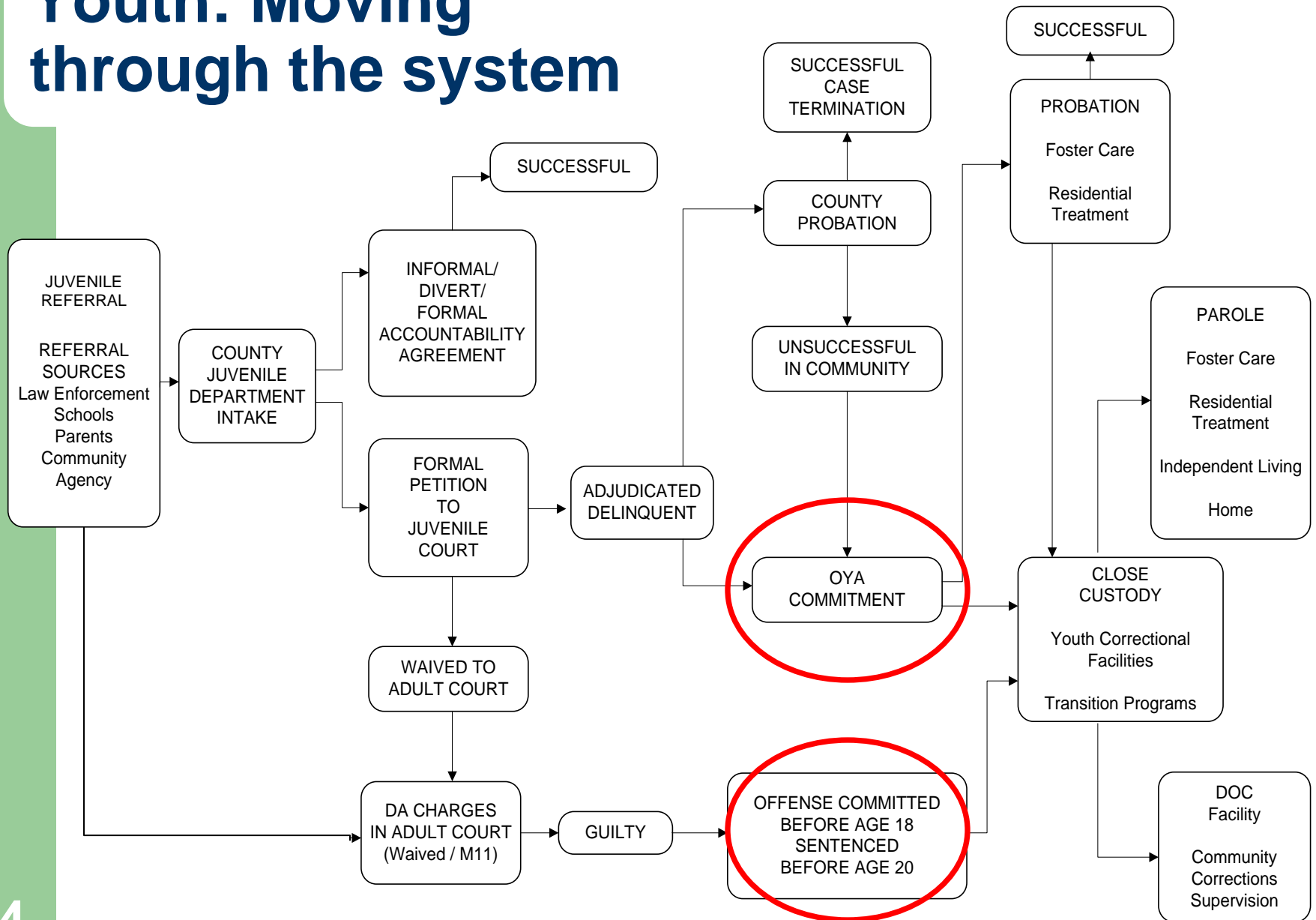
Youth: Counties of origin



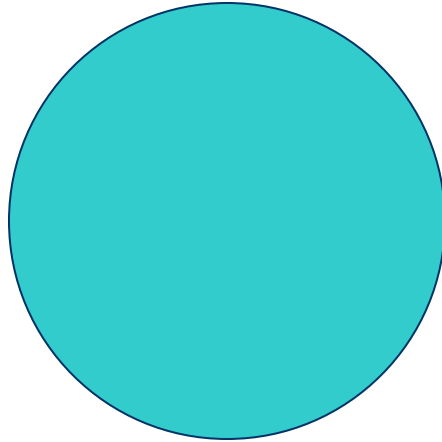
Numbers as of January 5, 2015

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Youth: Moving through the system

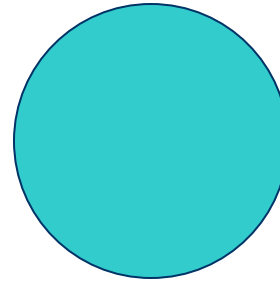


Youth: Oregon's juvenile justice system



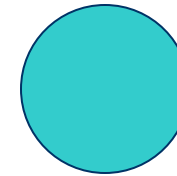
387,067 youth in Oregon ages 10-17 as of 2013

Source: Puzzanchara, et. al. (2014)
"Easy Access to Juvenile Populations"



2,528 youth placed under formal county supervision in 2014

Source: JJIS report 205s, CY 2014

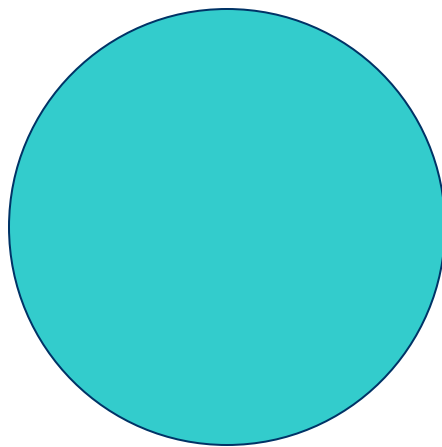


632 youth committed to OYA's care and custody in 2014

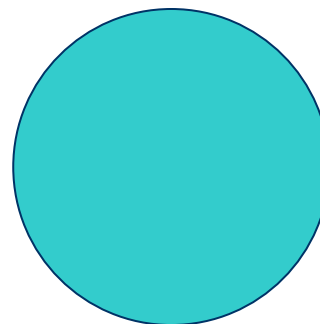
Source: JJIS report 205s, CY 2014

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Youth: Served by OYA



900 youth under OYA community supervision as of January 5, 2015



629 youth under OYA close-custody supervision as of January 5, 2015

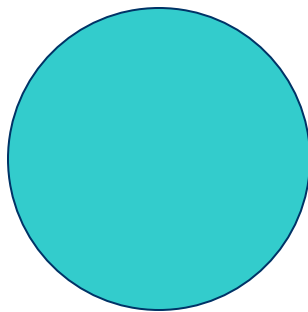
297 = DOC
332 = OYA

1,529 total youth (under community and close-custody supervision) as of January 5, 2015

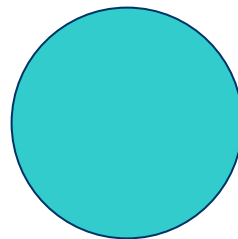
Ways and Means
Public Safety Subcommittee
February 2015

Source: OYA Quick Facts (January 2015)

Youth: Adult-sentenced youth served by OYA



179 youth
mandatory
minimum
sentence
(M11)



104 youth
waived
(judicial waivers
and pled out
of M11)



8 youth reduced
mandatory
minimum
(ORS 137.712)

297 = DOC as of
January 5, 2015

Youth: Most serious commitment crimes

- 30%: Sex Offense
- 27%: Property
- 16%: Person-to-Person
- 8%: Drugs/Alcohol Related
- 7%: Robbery
- 4%: Weapons
- 3%: Criminal Other
- 2%: Homicide-Related
- 2%: Public Order
- 1%: Arson

All youth under OYA supervision (parole/probation and close custody) as of January 5, 2015

Youth: Social characteristics

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

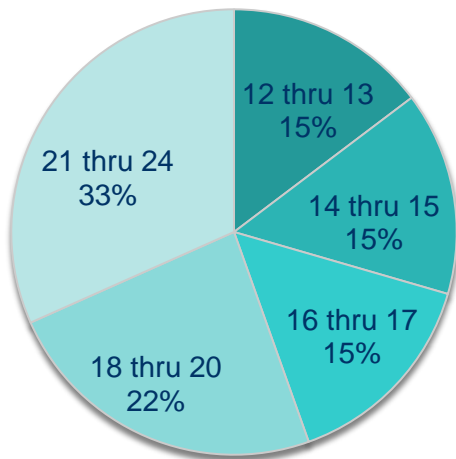
* Excluding Conduct Disorder

Source: OYA Youth Biopsychosocial
Summary (2014), JJIS report 501

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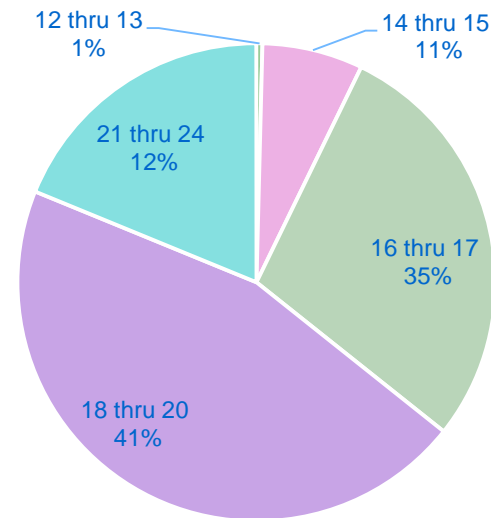
Youth: Ages in Oregon and OYA

Oregon



Source: Puzzanchara, et. al. (2014)
"Easy Access to Juvenile
Populations, 2013"

OYA

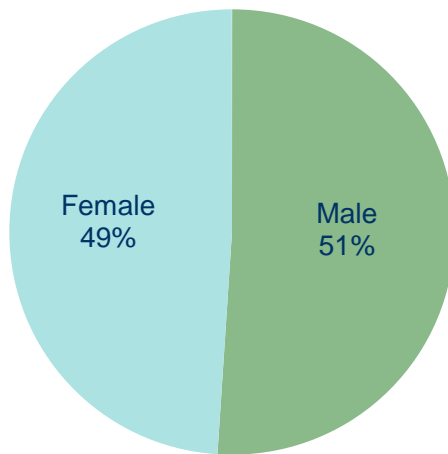


Source: OYA Quick Facts
(January 2015)

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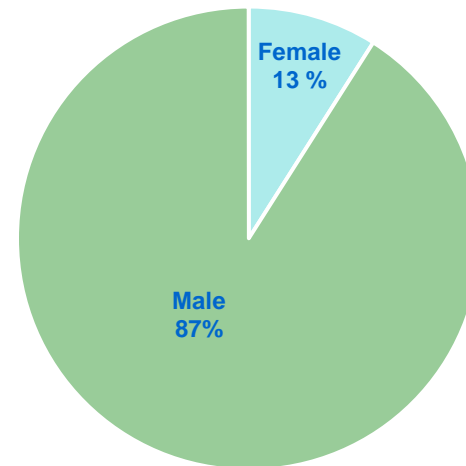
Youth: Genders in Oregon and OYA

Oregon



Source: Puzzanchara, et. al. (2014)
"Easy Access to Juvenile
Populations, 2013"

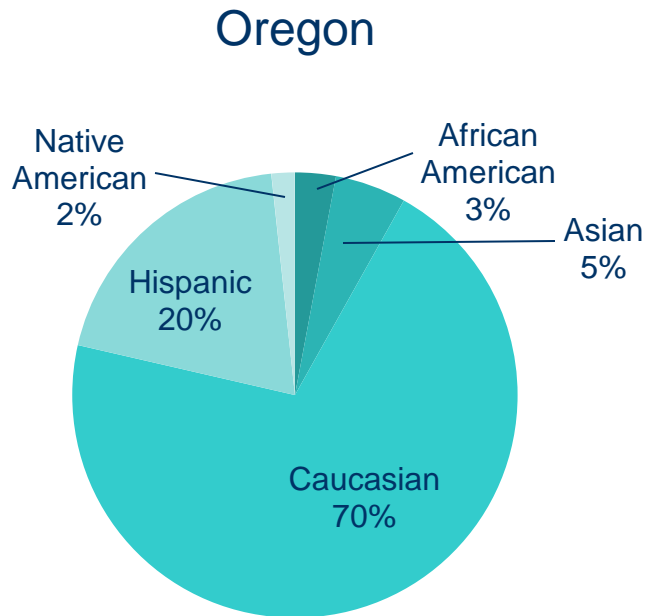
OYA



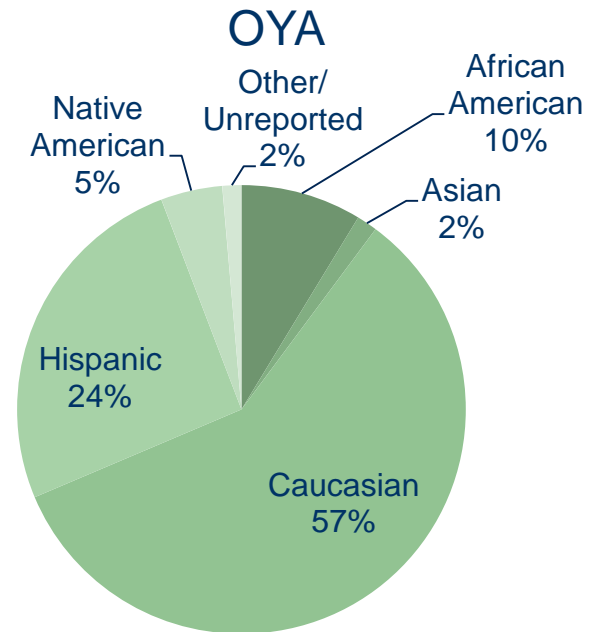
Source: OYA Quick Facts
(January 2015)

Ways and Means
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February 2015

Youth: Race and ethnicity in Oregon and OYA



Source: Puzzanchara, et. al. (2014)
"Easy Access to Juvenile
Populations, 2013"



Source: OYA Quick Facts
(January 2015)

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Agency overview

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- **Accomplishments and momentum**

Accomplishments and momentum

Community Services

- Title IV-E federal funds (statewide)
- Family engagement coordinator (statewide)
- YRS tool testing and implementation (30+ counties)
- JPPO transition specialist (southern Oregon)
- Additional community residential capacity to divert female revocations (southern Oregon)
- Intensive in-home services (Multnomah County)
- Measure 11 orientations for pre-sentenced youth and families (Portland metro area)

Accomplishments and momentum

Facility Services

- Statewide
 - Established skill development coordinators
- Hillcrest
 - Redesigned intake programming
- MacLaren
 - Supported development of Two Spirits group
 - Created a treatment mall
 - Upgraded the machine and metalworking shop
 - Began design process for demonstration model living unit
 - Closed long-term isolation program

Accomplishments and momentum

Education Services

- Computer-aided design
- Enhanced online education services in facilities
- PELL grants
- 2014: 149 GEDs, 356 high school diplomas, 6 college degrees

Vocation services

- Bicycle repair
- Fences for Fido
- Firefighting
- Gardening
- Welding

Accomplishments and momentum

Treatment Services

- Collaborative Problem Solving
- Trauma-informed care
- Second Look process

Health Services

- Electronic health records
- Clinic accreditation
- Electronic pharmacy records

Accomplishments and momentum

Information Services

- JJIS document sharing and access
- Enhanced mobile access for JPPOs
- Began work on a data warehouse

Business Services

- Enhanced recruitment program
- Redeveloped staff training
- 10-Year Strategic Plan for Facilities

Accomplishments and momentum

Director's Office Strategic Initiatives

- Office of Inclusion and Intercultural Relations
- Youth Reformation System implementation
- Quarterly Target Review process
- Additional YRS research capacity
- Feeder System Study
- Positive Human Development training
- Initial PREA audit completion
- National juvenile justice direction and policy

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Strengthening juvenile justice

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- 10-Year Strategic Facilities Plan implementation

Achieving optimal outcomes

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- Youth Reformation System
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Achieving optimal outcomes

The shifting focus in youth reformation

- Support for pro-social development of youth
 - Improve outcomes for youth
 - Create safer communities
 - Reduce future victimization
- Key considerations
 - Accountability
 - Preventing reoffending
 - Fairness and equity
 - Reducing disproportionate minority contact

Achieving optimal outcomes

The shifting focus in youth reformation

- Increased emphasis on scientific research
- Acknowledging adolescents have different needs than adults
 - Adolescent brain development research
 - Developmental approach
- Supporting healthy psychological development
 - Involved parent or parental figure
 - Peer group and living milieu that models desired behavior
 - Development of autonomous decision-making and critical thinking

Achieving optimal outcomes

Driving questions

- Is Oregon bringing the right youth into the juvenile justice system and serving them in the environments most suited to address their risks and needs?
- What is the ideal capacity in each area within the system to serve the projected need?
- What is the optimum length-of-stay in each part of the juvenile justice continuum?
- What are the most effective interventions to maximize public safety and youth success?

Achieving optimal outcomes

Driving questions

- How do we effectively and safely re-integrate youth into their communities?
- How do we know our investments are effective in achieving the desired results of public safety and youth reformation?
- What type of organizational culture best supports the physical and emotional safety of youth, and creates a culture of success?
- How do we develop a workforce that supports and practices this culture?

Achieving optimal outcomes



Achieving optimal outcomes

- The shifting focus in youth reformation
- Youth Reformation System
- Positive Human Development
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- Measuring effectiveness

Youth Reformation System



Youth Reformation System

The Youth Reformation System uses:

- Data
- Research, and
- Predictive analytics

To:

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

Building a data-driven system

Four key components of YRS



Right Youth, Right Placement, Right Services,
Right Length of Time, Right Transition Supports

Youth Reformation System

Population forecast

- Provides accurate, data-based estimates of short-term and long-term space and bed needs in close-custody and community settings
- Enables OYA to determine the resources needed to provide the best placement for each youth

Youth Reformation System

Placement and treatment

- Uses established principles of effective intervention
- Mitigates risk through effective treatment
- Makes outcome-based decisions driven by data
- Identifies the best placement and treatment options for each youth
- Maximizes the potential for positive outcomes for youth, enhances youth and staff safety, and in the long-run leads to safer communities

Youth Reformation System

Program evaluation

- Determines whether programming and treatment are effective
- Enables quick responses to emerging issues
- Makes data-informed decisions
- Takes SB267 to the next level
- Allocates resources efficiently
- Makes planned, thoughtful transitions for youth in close custody and residential programs before and during their transition back to the community

Youth Reformation System

Community context

- Identifies what increases and decreases risk for involvement with juvenile justice
- Supports healthy transitions back to communities
- Provides youth with opportunities to participate in their communities through volunteer and charitable work
- Works with local providers and communities to ensure youth have access to the support services they need to remain productive and crime-free

Achieving optimal outcomes

- The shifting focus in youth reformation
- Youth Reformation System
- **Positive Human Development**
- Practices and tools
- Measuring effectiveness

Positive Human Development



Positive Human Development

Positive

- Healthy, optimal, growth-focused, and strengths-based

Human

- All individuals with whom we come in contact, including ourselves

Development

- Changes in our behaviors and abilities over time

Positive Human Development



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Achieving optimal outcomes

- The shifting focus in youth reformation
- The Youth Reformation System
- Positive Human Development
- **Practices and tools**
- Measuring effectiveness

Practices and tools



Practices and tools

Evidence-based and research-informed

- Enhanced risk and need assessments
- Collaborative Problem Solving
- Trauma-informed care
- Advanced behavioral directives
- Evidence-based treatment curricula
- Education, vocation, and life skills programming
- Culturally and gender responsive programming

Achieving optimal outcomes

- The shifting focus in youth reformation
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- Practices and tools
- **Measuring effectiveness**

OYA Performance Management System





OREGON YOUTH AUTHORITY PERFORMANCE MANAGEMENT SYSTEM FUNDAMENTALS MAP

January 1, 2015

FOUNDATIONS



KEY GOALS

CORE PROCESSES

PROCESS OWNERS

SUB PROCESSES

PROCESS MEASURES

Blue indicates measures with sub-measures

OUTCOME MEASURES

KEY PERFORMANCE MEASURES

OPERATING PROCESSES						SUPPORTING PROCESSES											
OP 1: Managing youth and staff safety	OP 2: Managing the youth commitment process	OP 3: Managing youth intake and assessment	OP 4: Managing youth health care	OP 5: Providing basic youth services	OP 6: Managing youth reformation services	SP 1: Communicating with internal and external stakeholders	SP 2: Conducting strategic and operations planning	SP 3: Evaluating and improving performance	SP 4: Managing organizational finances	SP 5: Developing human resources	SP 6: Securing and managing goods, services and facilities	SP 7: Leveraging data, research and technology					
PC, CM, JD	PC, CM	PC, CM	MA, WV	PC, CM, JD, MCH	CM, PC, WV, MCH	AS, CM, MCH	JO, PC, CM, JD	JO, PC, CM, JD	JD	JD	JD	KK					
<p>A. Ensuring daily operations are effectively managed</p> <p>B. Ensuring physical plants are safe and secure</p> <p>C. Scheduling and maintaining appropriate equipment and technical systems</p> <p>D. Preventing self-harm and assault of others</p> <p>E. Ensuring safe transportation of youth</p> <p>F. Deploying appropriate staffing</p> <p>G. Managing systems resources to maximize youth, staff and public safety</p> <p>H. Preventing and managing escapes and runaways</p> <p>I. Maintaining sanitation</p> <p>J. Meeting PREA standards for monitoring, responding and following up on sexual abuse allegations</p>	<p>A. Receiving delinquency information</p> <p>B. Staffing cases with partner agencies</p> <p>C. Making referrals to treatment programs</p> <p>D. Recommending court actions</p> <p>E. Ensuring proper records management</p> <p>F. Validating court orders and commitment dates</p> <p>G. Participating in hearings and dispositional hearings</p> <p>H. Ensuring youth comply with legal requirements and court mandates</p> <p>I. Reporting progress to courts</p> <p>J. Ensuring victims' rights are met</p> <p>K. Submitting termination documents</p> <p>L. Terminating cases</p> <p>M. Exting youth offenders</p>	<p>A. Confirming documentation received</p> <p>B. Confirming first day checklists</p> <p>C. Assessing criminogenic risks and needs</p> <p>D. Assessing physical, mental and behavioral health</p> <p>E. Assessing special needs</p> <p>F. Reviewing youth behavior during the assessment period</p> <p>G. Identifying appropriate treatment and placement resources</p> <p>H. Managing the youth offender population via a validated youth classification system</p> <p>I. Making recommendations to the Administrative Review Board</p>	<p>A. Performing physical and dental evaluations</p> <p>B. Creating medical care plans</p> <p>C. Assessing and treating mental health conditions</p> <p>D. Screening for infectious diseases</p> <p>E. Educating youth and staff on health care issues</p> <p>F. Responding to youth health care requests (medigam)</p> <p>G. Administering medications</p> <p>H. Administering immunizations and procedures</p> <p>I. Developing and maintaining health care policies and procedures</p> <p>J. Managing contracts for medical services and products, and with contracted primary and specialty health care providers</p>	<p>A. Providing food services</p> <p>B. Providing sanitation services</p> <p>C. Providing mail services</p> <p>D. Providing clothing, linens and laundry services</p> <p>E. Providing for good hygiene</p> <p>F. Providing for family communications and visits</p> <p>G. Providing recreation opportunities</p> <p>H. Transferring and transporting youth</p> <p>I. Overseeing community out-of-home placements</p> <p>J. Making culturally specific services available</p> <p>K. Facilitating access to faith services</p> <p>L. Ensuring a system for grievances and appeals</p> <p>M. Providing access to courts and counsel</p> <p>N. Identifying and securing resource entitlements</p> <p>P. Managing youth funds</p>	<p>A. Holding youth accountable</p> <p>B. Using assessment information to develop case plans</p> <p>C. Initiating case plan information/recommendations</p> <p>D. Delivering case plan services</p> <p>E. Providing treatment to victims</p> <p>G. Assessing and re-assessing youth progress on an ongoing basis</p> <p>H. Adjusting case plans based on assessments</p> <p>I. Meeting case plan objectives</p> <p>J. Engaging families in reformation</p> <p>K. Providing educational and vocational services</p> <p>L. Managing re-entry and/or transitions</p> <p>M. Closing cases</p>	<p>A. Developing and implementing communication strategies</p> <p>B. Developing communication materials</p> <p>C. Managing internal communications</p> <p>D. Managing external communications</p> <p>E. Involving citizens as advisors and volunteers</p> <p>F. Monitoring outcomes</p>	<p>A. Identifying trends and changing needs</p> <p>B. Complying with new legal mandates</p> <p>C. Defining current state of agency operations and program delivery</p> <p>D. Defining the desired future state of agency operations and program delivery</p> <p>E. Identifying the gaps between the current and desired future states</p> <p>F. Identifying the financial and other resources needed to close the gap</p> <p>G. Developing implementation plans</p> <p>H. Developing timelines and measures</p> <p>I. Conducting target reviews and making adjustments as required</p> <p>J. Maintaining emergency response plan</p> <p>K. Keeping agency rules with laws and standards</p>	<p>A. Defining baseline (current) state of strengths and weaknesses</p> <p>B. Identifying industry benchmarks using research-based best practices</p> <p>C. Setting outcome and process targets</p> <p>D. Identifying the gaps between the current state and the desired targets</p> <p>E. Prioritizing initiatives</p> <p>F. Implementing process improvements</p> <p>G. Monitoring outcomes and adjusting actions as needed</p> <p>H. Conducting program evaluations</p> <p>I. Conducting regular internal audits to reduce agency risk</p> <p>J. Responding to reports of youth and staff misconduct</p>	<p>A. Establishing budgets</p> <p>B. Managing accounting</p> <p>C. Managing payroll</p> <p>D. Managing cash</p> <p>E. Managing accounts payable</p> <p>F. Managing accounts receivable</p> <p>G. Managing reporting</p> <p>H. Managing assets</p> <p>I. Ensuring compliance</p>	<p>A. Identifying human resources needs</p> <p>B. Recruiting, hiring and retaining a diverse workforce</p> <p>C. Orienting new employees</p> <p>D. Providing training, coaching, mentoring and development opportunities</p> <p>E. Managing worker compensation and SAF claims</p> <p>F. Reviewing and evaluating performance</p> <p>G. Managing succession planning</p> <p>H. Assessing classification and managing compensation</p> <p>I. Coordinating bargaining agreements</p> <p>J. Recognizing performance</p> <p>K. Coordinating the employee exit process</p>	<p>A. Determining needs</p> <p>B. Understanding and applying ORS and OARS specific to contracting and procuring</p> <p>C. Determining appropriate procurement method (e.g., purchase order, request for proposal, three bids)</p> <p>D. Contracting and procuring goods and services</p> <p>E. Efficiently operating and maintaining physical plants</p> <p>F. Monitoring delivery of services and products</p> <p>G. Approving invoices for payment</p> <p>H. Reporting and closing budget cycles</p> <p>I. Conducting evaluation services</p>	<p>A. Governing IT</p> <p>B. Delivering enterprise business applications (non-JIS)</p> <p>C. Delivering and maintaining JIS</p> <p>D. Optimizing value of technology</p> <p>E. Providing business intelligence and research</p>					
<p>OP 1.1: Runaways</p> <p>OP 1.2: Escapes</p> <p>OP 1.3: Youth on-staff assaults</p> <p>OP 1.4: Youth-on-youth assaults</p> <p>OP 1.5: Sexual behavior allegations</p> <p>OP 1.6: Facility staff safety</p>	<p>OP 2.1: Access to community services – capacity</p> <p>OP 2.2: Access to community services – timeliness</p> <p>OP 2.3: Victims notified of rights</p> <p>OP 2.4: Victims notified prior to parole</p>	<p>OP 3.1: Intake RNA completion</p> <p>OP 3.2: Case plan re-entries to RNA</p> <p>OP 3.3: Inmate length-of-stay</p> <p>OP 3.4: Access to educational services</p> <p>OP 3.5: Timely case plan audits</p> <p>OP 3.6: Initial psychological evaluations</p> <p>OP 3.7: ATOD assessments</p>	<p>OP 4.1: Suicidal risk assessment</p> <p>OP 4.2: Treatment service delivery</p> <p>OP 4.3: Response to psychology referrals – timeliness</p> <p>OP 4.4: Medical examination and care plan development</p> <p>OP 4.5: Dental care</p> <p>OP 4.6: Medication administration errors</p> <p>OP 4.7: Immunization administration</p> <p>OP 4.8: Response to sick call requests – timeliness</p>	<p>OP 5.1: Access to family – visits</p> <p>OP 5.2: Access to family – calls</p> <p>OP 5.3: Participation in cultural groups</p> <p>OP 5.4: Grievance system responsiveness</p>	<p>OP 6.1: Residential program performance</p> <p>OP 6.2: Returns to DOC</p> <p>OP 6.3: Treatment assessment</p> <p>OP 6.4: Treatment progress</p> <p>OP 6.5: School and work engagement</p> <p>OP 6.6: Restitution paid</p> <p>OP 6.7: Treatment fidelity</p> <p>OP 6.8: Initial MDT completion</p>	<p>SP 1.1: Executive notifications</p> <p>SP 1.2: Executive communications</p> <p>SP 1.3: Message generation</p> <p>SP 1.4: Public reputation</p> <p>SP 1.5: Public engagement</p> <p>SP 1.6: Cultural advisory group participation</p>	<p>SP 2.1: Breakthrough initiatives</p> <p>SP 2.2: Current agency policies</p>	<p>SP 3.1: Idea implementation</p> <p>SP 3.2: Staff involvement</p> <p>SP 3.3: Process measures meeting target</p> <p>SP 3.4: Outcome measures meeting target</p> <p>SP 3.5: Outcome evaluation effectiveness</p> <p>SP 3.6: Timely PISO cases</p> <p>SP 3.7: Investigation disposition outcomes</p> <p>SP 3.8: Timely response to hotline</p>	<p>SP 4.1: SPOTS card usage</p> <p>SP 4.2: Payroll accuracy</p> <p>SP 4.3: Travel claims</p> <p>SP 4.5: Accounting corrections</p>	<p>SP 5.1: Time loss due to injury</p> <p>SP 5.2: Applicant diversity</p> <p>SP 5.3: Learn training completion</p> <p>SP 5.4: Hiring and oversight</p> <p>SP 5.5: Performance appraisals</p>	<p>SP 6.1: Purchasing satisfaction</p> <p>SP 6.2: Contract processing – timeliness</p> <p>SP 6.3: Purchase order processing – timeliness</p> <p>SP 6.4: Physical plant work order responsiveness</p>	<p>SP 7.1: Enterprise application uptime</p> <p>SP 7.2: IT customer satisfaction – timeliness</p> <p>SP 7.3: IT project management</p> <p>SP 7.4: Information security reports</p> <p>SP 7.5: Service desk efficiency</p> <p>SP 7.6: Completed JIIS reports</p> <p>SP 7.7: Successful JIIS report updates</p>					
OM 1: Youth feel safe	OM 2: Youth are safe	OM 3: Youth are healthy	OM 4: Youth have transition services	OM 5: Youth engage in positive activities	OM 6: Youth receive case management	OM 7: Youth have family involvement	OM 8: Youth have appropriate lengths of stay	OM 9: Youth have few revocations	OM 10: Staff feel safe	OM 11: Staff are safe	OM 12: Agency supports diversity	OM 13: Employees are confident in leadership	OM 14: Employees trust leadership	OM 15: Employees are engaged	OM 16: Employee overtime use is low	OM 17: The agency performs to budget	OM 18: The public is safe
KPM 1: Youth escapes	KPM 2: Youth runaways	KPM 3: Youth-to-youth injuries	KPM 4: Staff-to-youth injuries	KPM 5: Suicidal behavior	KPM 6: Intake assessment	KPM 7: Correctional treatment	KPM 8: Educational services	KPM 9: Community re-entry services	KPM 10: School and work engagement	KPM 11: Restitution paid	KPM 12: Parole/recidivism	KPM 13: Probation/recidivism	KPM 14: Customer service				

Sample scorecard

OYA Agency-Wide - All Measures: Q4 2014 (Final)

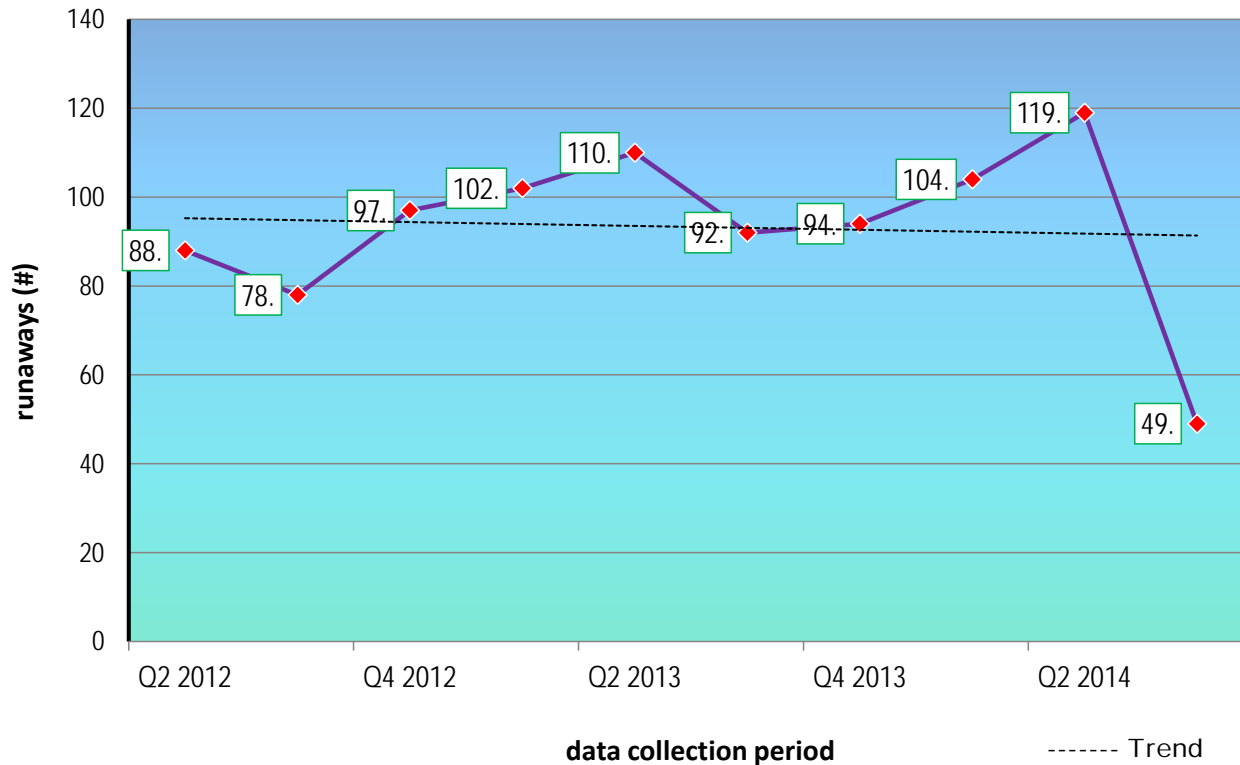
Data collection through 12/31/2014

QTR date: 2/11/2015

ID	M		Yellow	Green															
OM	Outcome Measures																		
OM 1a	Youth feel safe - facility	Percent of youth in close custody who do not fear for their safety.	< 80	80 to 90	>= 90	↑	76.21	77.1	77.24	81.07	80.91	79.41						McClellan	
		Note: <i>Addressing with in-service training, PHD</i>					Updated: Q2, Q4						Current target:	82.					
OM 1b	Youth feel safe - residential	Percent of youth in community substitute care who do not fear for their safety.	< 80	80 to 90	>= 90	↑				100.	98.5	100.	96.	99.				Cox	
		Note: <i>352 of 355 (CRU administered 355 youth safety surveys during November)</i>					Updated: Q2, Q4						Current target:	100.					
OM 2a	Youth are safe - facility	Injuries to youth per 100 days of youth confinement.				↓								0.18				McClellan	
		Note: <i>New measure definition (leverages PbS definition). 106 youth injuries in Q4 2014.</i>					Updated: Q1, Q2, Q3, Q4						Current target:	not set					
OM 2b	Youth are safe - residential	Number of assaults and fights requiring more than first aid on OYA youth supervised in residential facilities.	> 1	1 to 1	<= 1	↓				0.	0.	0.	0.	0.	0.	0.	0.	Cox	
		Note:					Updated: Q1, Q2, Q3, Q4						Current target:	1.					
OM 3	Youth are healthy (composite)	Average of (1) Youth are healthy - immunizations, (2) Youth are healthy - Chlamydia, and (3) Youth are healthy - obesity.	< 85	85 to 90	>= 90	↑	95.6	94.7	98.3	98.33	100.	99.	99.4	98.6	97.8	99.1	97.5	99.2	Adams
		Note: <i>Ultimate target = 100%</i>					Updated: Q1, Q2, Q3, Q4						Current target:	99.					
OM 3a	Youth are healthy - immunizations	Percent of youth who are up to date on immunizations three months after entering OYA.	< 85	85 to 90	>= 90	↑	90.1	86.9	95.	95.	100.	98.	98.3	96.	95.2	97.5	98.5	97.7	Adams
		Note: <i>Ultimate target = 100%</i>					Updated: Q1, Q2, Q3, Q4						Current target:	99.					
OM 3b	Youth are healthy - Chlamydia	Number of youth who undergo Chlamydia testing while on intake unit divided by number of youth on intake unit for the same quarter.	< 85	85 to 90	>= 90	↑	98.3	97.1	99.2	100.	100.	100.	100.	100.	99.1	100.	94.8	100.	Adams
		Note: <i>Ultimate target = 100%</i>					Updated: Q1, Q2, Q3, Q4						Current target:	99.					
OM 3c	Youth are healthy - obesity	Number of youth who are assessed for obesity during initial physical exam divided by number of youth who receive a physical exam.	< 85	85 to 90	>= 90	↑	98.3	100.	100.	100.	100.	100.	100.	100.	99.1	100.	99.3	100.	Adams
		Note: <i>Ultimate target = 100%</i>					Updated: Q1, Q2, Q3, Q4						Current target:	99.					
OM 4	Youth have transition services	Percent of youth released from close custody who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan (KPM 9)	< 70	70 to 80	>= 80	↑	58.5	47.1	56.6	75.	76.	87.6	83.3	78.3	91.3	86.3	84.3	88.5	Cox
		Note:					Updated: Q1, Q2, Q3, Q4						Current target:	85.					
OM 5	Youth engage in positive activities	Percent of individual facility goals met for structured activities and participation in treatment.				↑													McClellan
		Data issue: <i>Establishing new practices for tracking these activities</i>					Updated: not reported						Current target:	not set					
OM 6a	Youth receive case management - facility	Percent of close custody youth with active case plans within 30 days of post-intake assessment (KPM 7)	< 65	65 to 90	>= 90	↑	50.6	58.8	97.7	100.	98.3	95.7	100.	97.7	100.	100.	100.	98.	McClellan
		Note:					Updated: Q1, Q2, Q3, Q4						Current target:	95.					
OM 6b	Youth receive case management - probation	Percent of probation youth with active case plans within 60 days of commitment (KPM 7)	< 65	65 to 90	>= 90	↑	89.4	92.7	74.7	72.1	87.9	91.2	88.5	93.3	90.7	88.9	94.6	94.3	Cox

Youth runaways

Number of runaway youth from residential providers and foster care homes per quarter. (KPM 2)



Current result = 49
Current target = 80
Target met = YES

ABOUT THE MEASURE

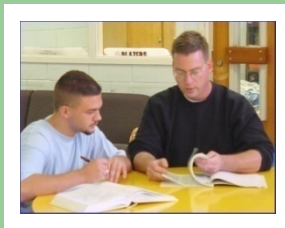
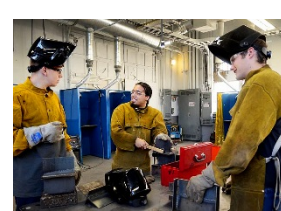
<= 61	75 to 61	> 75
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Desired direction ↓

Owner: Cox



The Oregon Youth Authority



**Fariborz Pakseresht, Joseph O'Leary,
Dr. Shannon Myrick, Dr. Paul Bellatty,
Rex Emery**

Ways and Means
Public Safety Subcommittee Presentation
February 2015

Oregon Youth Authority

Agency overview

- OYA at a glance
- The youth in OYA's care and custody
- Accomplishments and momentum

Achieving better outcomes

- The shifting focus in youth reformation
- Youth Reformation System
- Positive Human Development
- Practices and tools
- Measuring effectiveness

Strengthening juvenile justice

- 2013 Legislative Budget Note
- Youth Reformation System implementation
- Positive Human Development implementation
- 10-Year Strategic Plan for Facilities

Strengthening juvenile justice

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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.

Ways and Means
Public Safety Subcommittee
February 2015

Strengthening juvenile justice

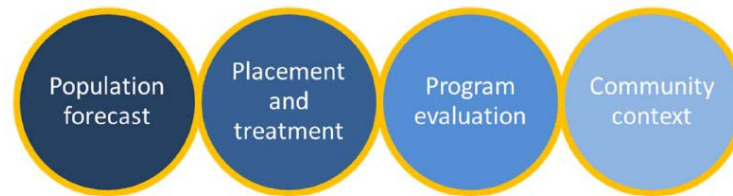
- 2013 Legislative Budget Note
- Youth Reformation System implementation
- Positive Human Development implementation
- 10-Year Strategic Plan for Facilities

Youth Reformation System: Accomplishments and momentum

Population forecast

- Developed new methodology to improve the forecast

Four key components of YRS

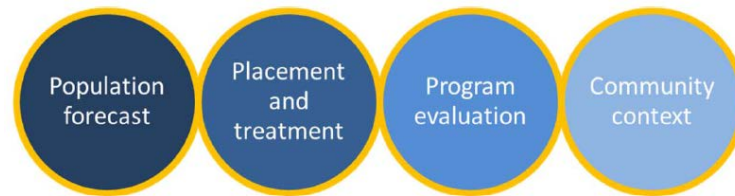


Youth Reformation System: Accomplishments and momentum

Placement and treatment

- Implemented predicted success rates
- Developed tools to better understand youths' risks and needs
- Developed typologies
- Developed tools to better understand length of stay and readiness to transition to a less restrictive environment
- Increased national partnerships

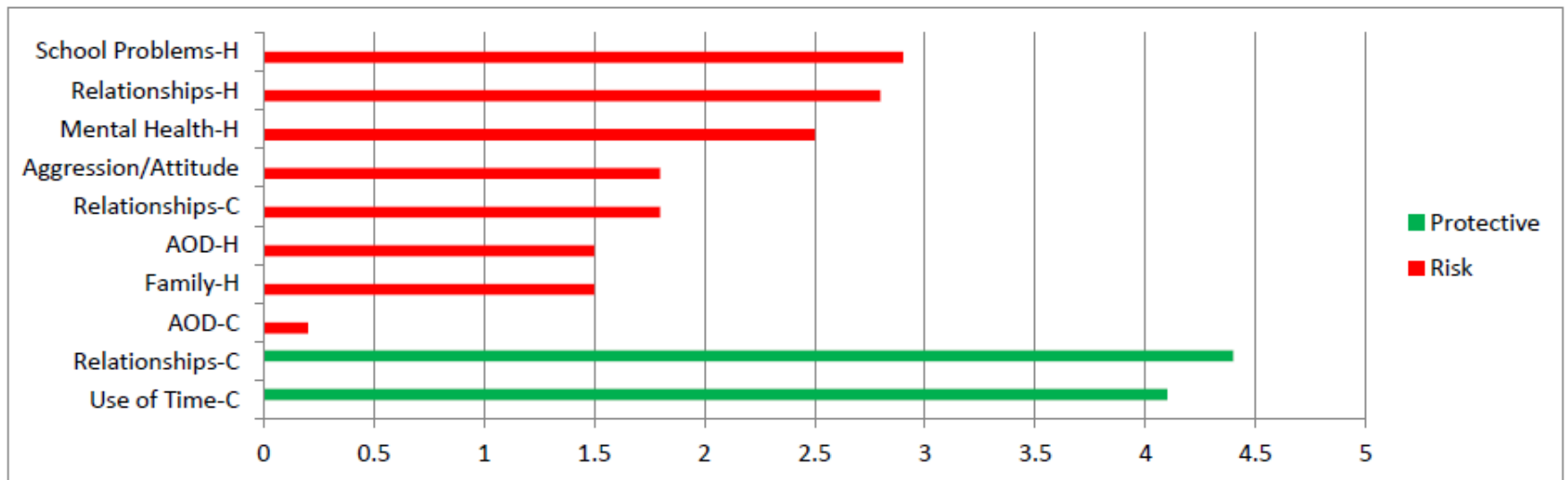
Four key components of YRS



Scenario 1: Marcus



TYPOLOGY E - MALE



ASSESSMENT CONSIDERATIONS: Many of these youth struggle academically for various reasons, which indicates the need for further assessment to determine sources of academic struggles. Such assessment may include behavioral functioning, cognitive functioning, potential learning disabilities, visual and/or hearing deficits, ability to focus, language barriers, etc. Educational assessment should be coordinated with clinical assessments focusing on behavioral or physical health to ensure a holistic perspective on the youth's needs.

CASE PLAN ESSENTIALS: Case planning should focus on use of the youth's strengths, including positive relationships and engagement in prosocial activities, to assist the youth in developing and generalizing his skills in areas of need. Especially for youth in this typology, ensuring appropriate services are provided is independent of location or type of placement. When considering placement options, priority should be given to placing the youth where he will be able to receive appropriate services while maintaining a high level of continuity with existing support systems and prosocial activities. Failure to meet identified expectations (including case plans, treatment plans, and probation/parole agreements) should be understood by the youth's team as an indication that current services are not adequately addressing the treatment need and should not be automatically viewed as noncompliance or deliberate on the part of the youth. Any such failure to meet identified expectations should be reviewed to determine what additional supports need to be provided to reestablish positive behavioral change.

TREATMENT APPROACH: Given these youth's protective factors, it is especially important to take steps to preserve positive, ongoing relationships and supports as they will assist in the successful implementation of treatment interventions. Regardless of living environment, maintaining supportive contact with these individuals, and continued participation in the youth's current interests and activities, is critical to their ability to progress and succeed in treatment.

Scenario 1: Marcus

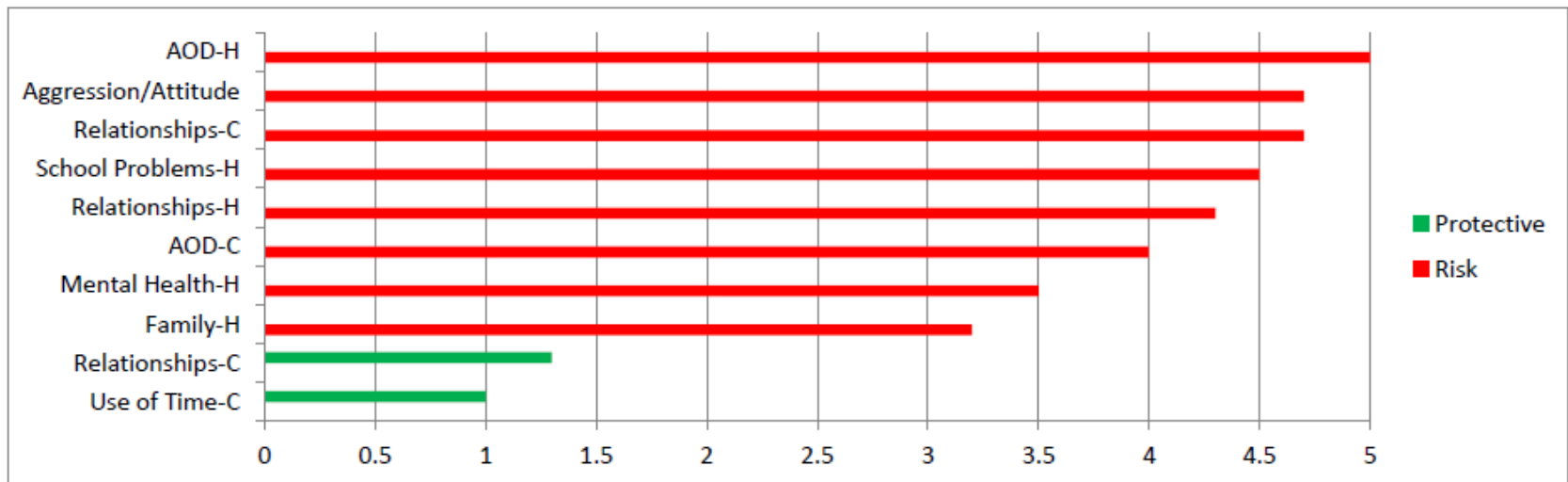
- Juvenile Crime Prevention Assessment (County) = High
- OYA Risk Needs Assessment = High
- ORRA = 23
- Typology = E
- Predicted Success Rates

County Probation	OYA Community Placement	OYA Youth Correctional Facility
72	74	43

Scenario 2: Shawn



TYOLOGY A - MALE



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

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

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

Scenario 2: Shawn

- Juvenile Crime Prevention Assessment (County) = High
- OYA Risk Needs Assessment = High
- ORRA = 42
- Typology = A
- Predicted Success Rates

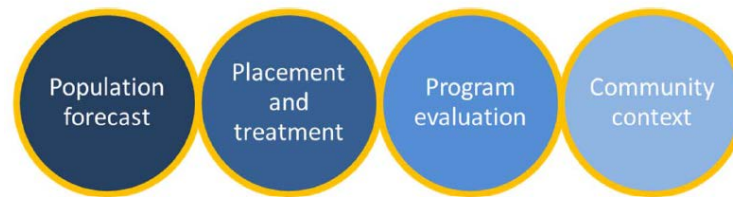
County Probation	OYA Community Placement	OYA Youth Correctional Facility
50	65	70

Youth Reformation System: Accomplishments and momentum

Program evaluation

- Developed pre- and post-testing to better measure effectiveness
- Developed cost-benefit analyses in partnership with the Criminal Justice Commission
- Developed proposal to use evaluation tools with contracted residential providers

Four key components of YRS

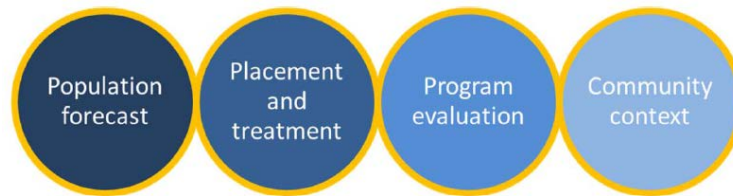


Youth Reformation System: Accomplishments and momentum

Community context

- Implemented interagency data-sharing agreements
- Partnered with OHSU to facilitate data-sharing
- Merged data from across the social services, education, health care, and corrections systems
- Identified points of contact with DHS and OHA services for youth who later enter OYA's care and custody
- Set the stage to identify opportunities for early intervention to divert youth from entry into the juvenile justice system

Four key components of YRS



Youth Reformation System: Continuing the momentum

Next steps

- Implement dynamic risk assessment
- Measure and track positive youth outcomes
- Develop metrics to assess YRS success
- Identify major service gaps
- Complete development of data warehouse to support program evaluation
- Continue Feeder System Study to identify opportunities for early intervention to divert youth from entry into the juvenile justice system

Strengthening juvenile justice

- 2013 Legislative Budget Note
- Youth Reformation System implementation
- **Positive Human Development implementation**
- 10-Year Strategic Plan for Facilities

Supporting the Youth Reformation System: Positive Human Development



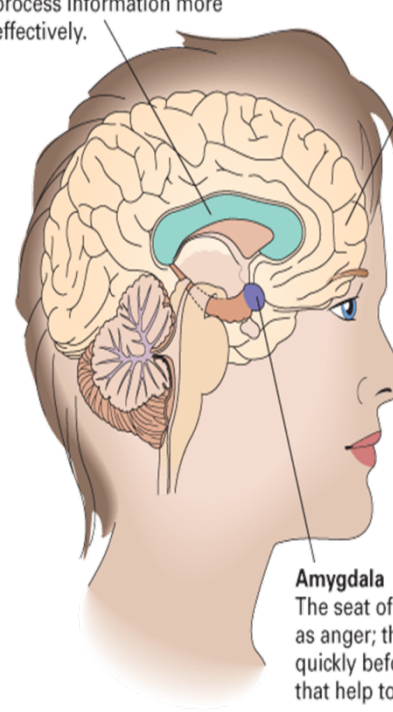
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February 2015

Healthy brain development

- The Amygdala
 - The emotional command center
 - Develops earlier than the prefrontal cortex
- The Prefrontal Cortex
 - Reasoning, decision making, self control
 - May develop up until age 25

Corpus callosum
These nerve fibers connect the brain's two hemispheres; they thicken in adolescence to process information more effectively.

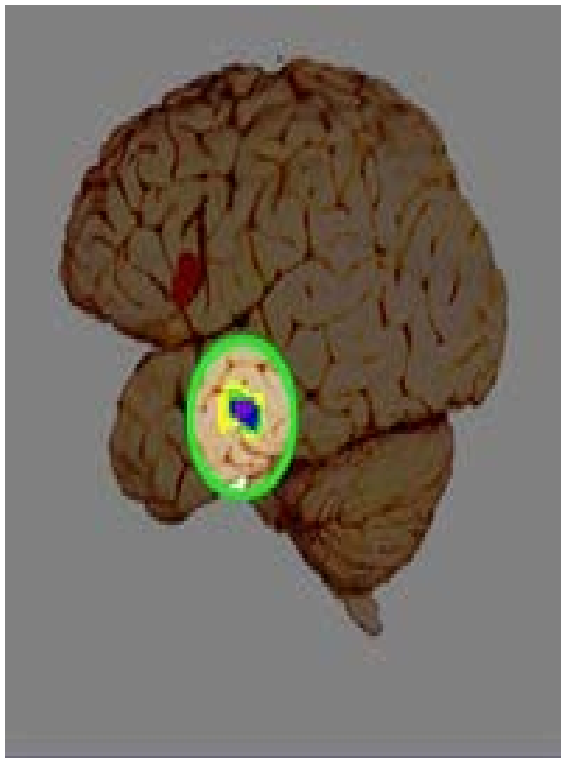
Prefrontal cortex
This "judgment" region reins in intense emotions but doesn't finish developing until at least age 20.



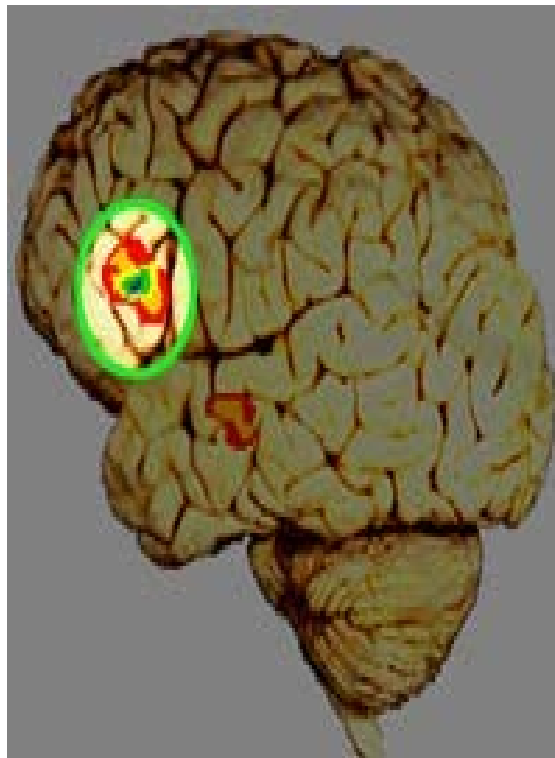
Amygdala
The seat of emotions such as anger; this area develops quickly before other regions that help to control it.

Healthy brain development

Teen brain



Adult brain



Positive Human Development: Accomplishments and momentum

- Quarterly Conversation process established in facilities for measuring and tracking culture shift efforts
- Quarterly Conversation pilot process underway in parole and probation offices
- Training developed for staff and community partners

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Public Safety Subcommittee
February 2015

10-Year Strategic Plan for Facilities



10-Year Strategic Plan for Facilities

“The current mix of facilities within the OYA system does not support the vision, mission, and culture of OYA. Housing and living areas reflect the most serious gap between vision and reality. The majority of youth are housed (with long lengths of stay) in densely populated dormitory living units. Program and treatment space is not adequate to support relief and break-out space.”

DLR Group and Chinn Planning, 2014

10-Year Strategic Plan for Facilities

Recommendations

- Invest \$97.4 million during the next 10 years for capital renewal work
- 2013-15 biennium (immediate needs)
 - \$1.2 million for preliminary design and planning
- 2015-17 biennium (Phase 1):
 - \$47.9 million in construction
- Subsequent biennia (Phase 2):
 - Phase 2: \$48.3 million

10-Year Strategic Plan for Facilities

MacLaren Youth Correctional Facility



Ways and Means
Public Safety Subcommittee
February 2015

10-Year Strategic Plan for Facilities

MacLaren Youth Correctional Facility



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February 2015

MacLaren Youth Correctional Facility



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Public Safety Subcommittee
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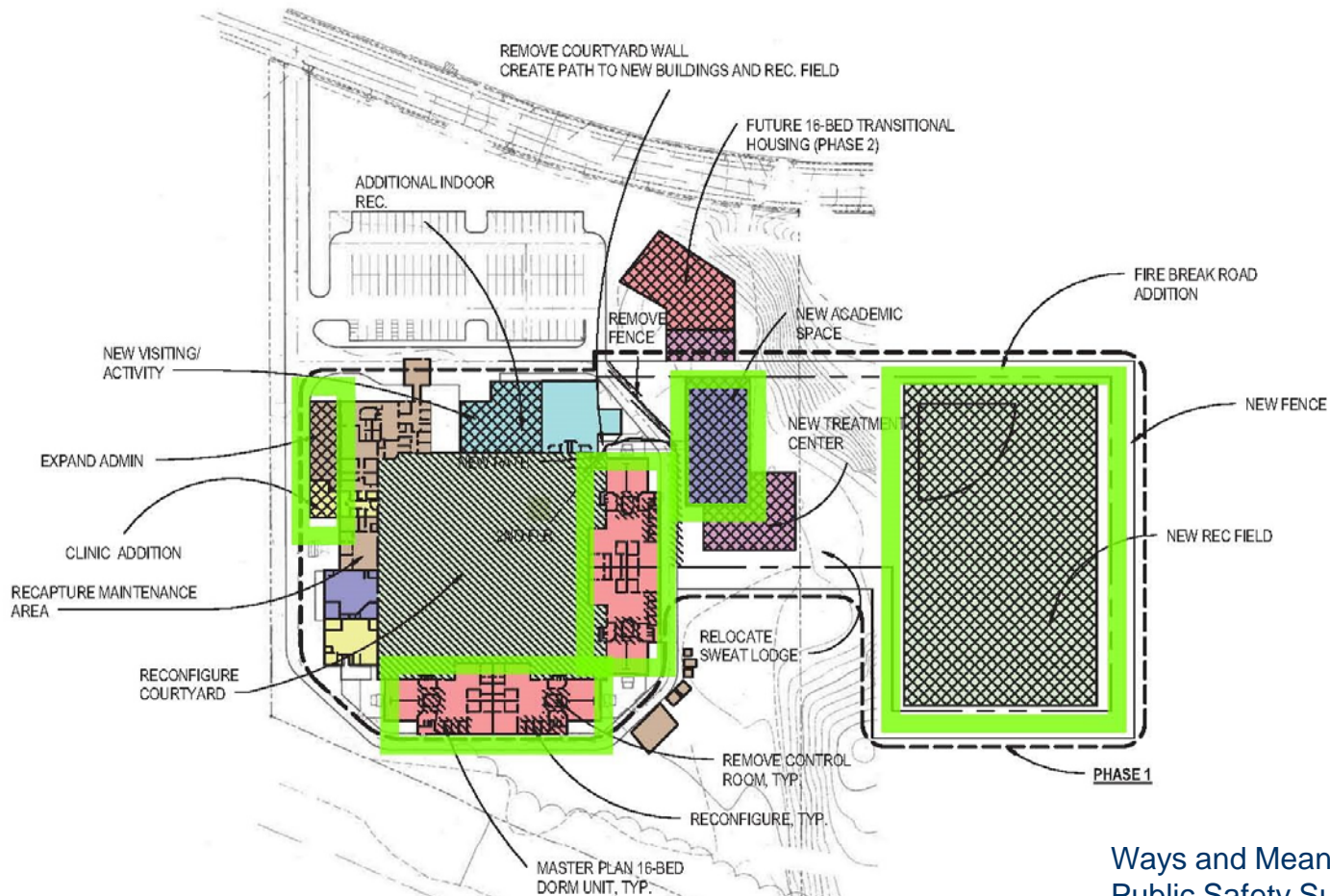
10-Year Strategic Plan for Facilities

Rogue Valley Youth Correctional Facility



Ways and Means
Public Safety Subcommittee
February 2015

Rogue Valley Youth Correctional Facility



Ways and Means
Public Safety Subcommittee
February 2015

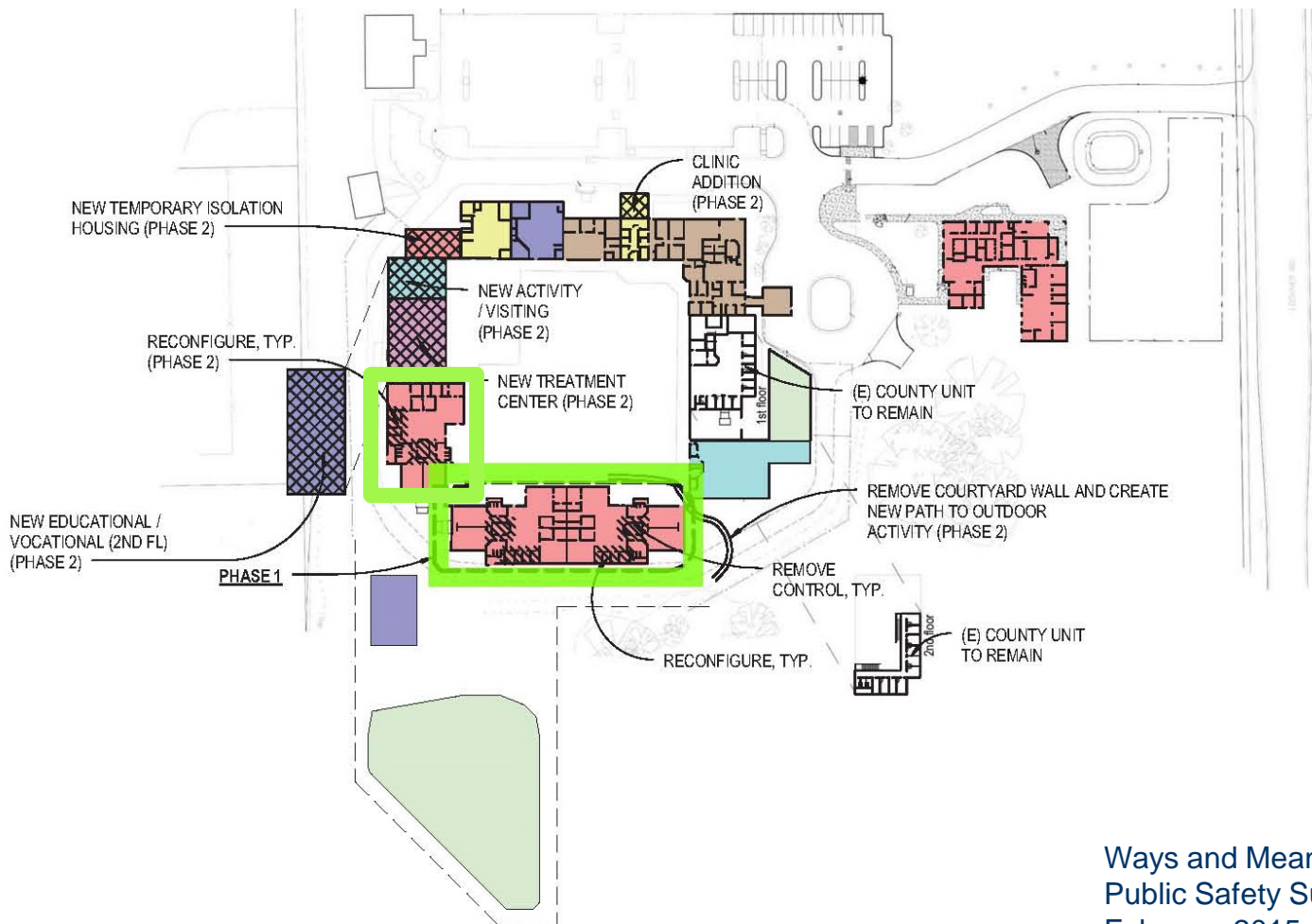
10-Year Strategic Plan for Facilities

Oak Creek Youth Correctional Facility



Ways and Means
Public Safety Subcommittee
February 2015

Oak Creek Youth Correctional Facility



10-Year Strategic Plan for Facilities: Continuing the momentum

Next steps

- Engage firms in architectural design for MacLaren, Rogue Valley, and Oak Creek youth correctional facilities
- Obtain Legislative approval for bond authority to begin Phase 1
- Release an Invitation to Bid for an accelerated timeline for construction work
- Begin construction at MacLaren, Rogue Valley, and Oak Creek
- Finish Phase 1 by June 30, 2017
- Close Hillcrest Youth Correctional Facility July 1, 2017

Summary

Priorities

- Continuing the momentum
 - Youth Reformation System
 - Positive Human Development
- Implementing the 10-Year Strategic Plan for Facilities



Thank you