



Agency Overview
House and Senate Judiciary Committees

Joe O'Leary, Director
Oregon Youth Authority
January 24, 2019

OYA's Mission, Vision, and Approach

Our Mission

To protect the public and reduce crime by holding youth accountable and providing opportunities for reformation in safe environments.



Our Vision

That youth who leave OYA go on to lead productive, crime-free lives.

The Developmental Approach

We now know that the human brain gets built in an ongoing construction project that continues into our mid-20s.



The Developmental Approach

Key developmental tasks we all need to learn as we grow up:

- Develop identity
- Solve problems
- Manage emotions and resolve conflict
- Learn to make good decisions

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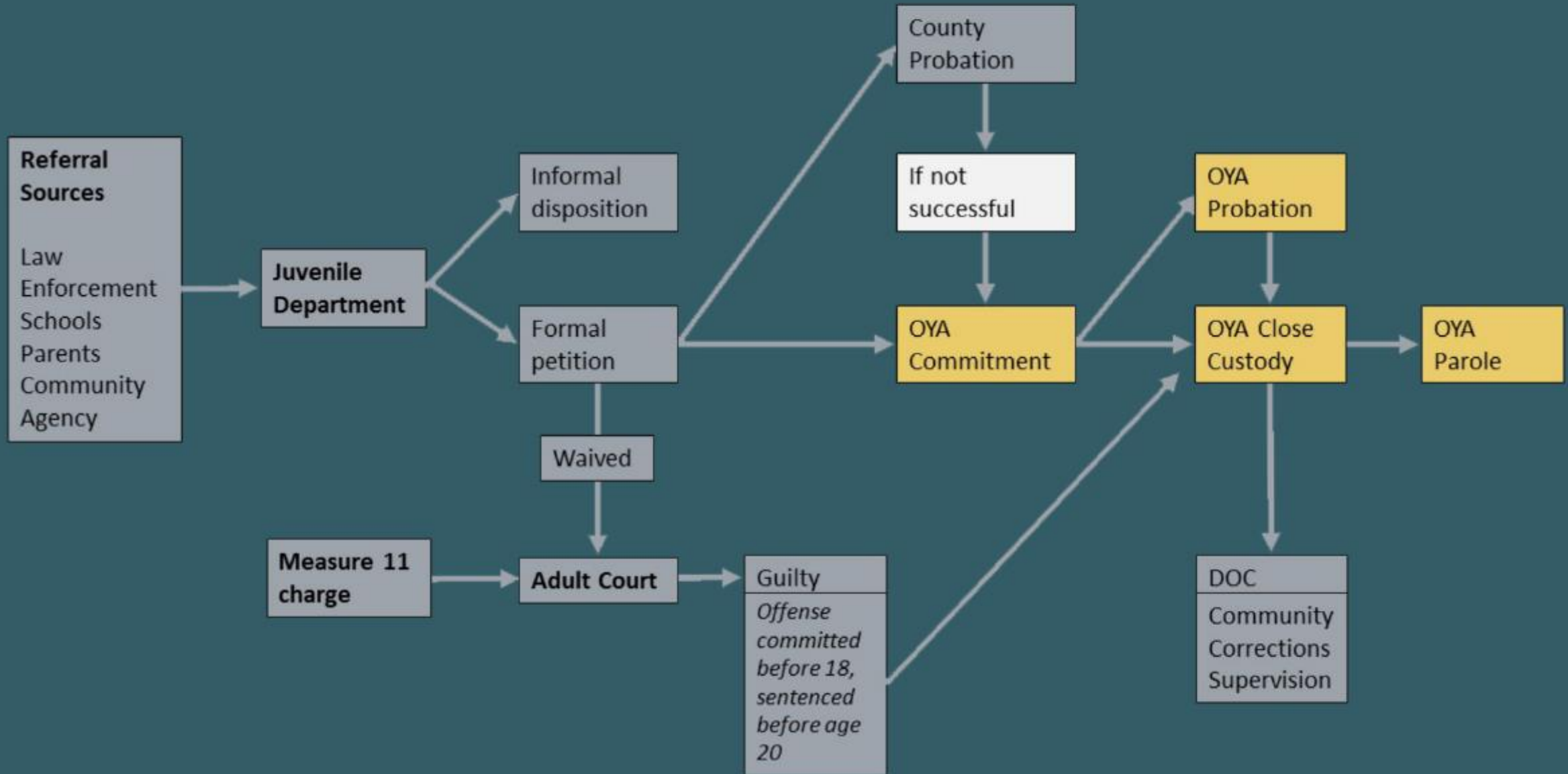


The Developmental Approach

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- Develop identity
- Solve problems
- Manage emotions and resolve conflict
- Learn to make good decisions

Oregon's Juvenile Justice System



About OYA

OYA At a Glance

- 985 Employees
- 5 Youth Correctional Facilities
- 4 Youth Transitional Facilities
- 20 Field Offices
- 48 Residential Programs
- 63 Foster and Prater Homes
- \$312.6 million General Fund budget



Youth Served

Ages 12 to 24

Committed offenses (arrest, or higher) prior to age 18

Two legal categories:

- Committed to OYA custody by juvenile courts
- Committed to the Oregon Department of Corrections by adult courts and placed in OYA facilities

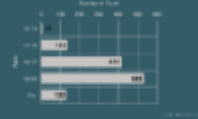
Total population: 1,200

- 600 in custody facilities (50)
- 600 in foster care in community (100)

Gender:

- 55% male
- 45% female

Youth Age



Race & Ethnicity - Oregon vs. OYA

	Oregon	Department of Corrections
White	75%	55%
Black	12%	35%
Hispanic	10%	10%
Other	3%	0%

Source: Oregon Department of Corrections

Youth Profile: Social Characteristics

Characteristic	Percentage	Comparison
Median Age at Admission	18.5%	18.5%
Median Length of Stay	6.5%	6.5%
Median Date of Birth	17%	17%
Median Date of Arrest	10%	10%
Median Month	10%	10%
Median Month	10%	10%
Median Month	10%	10%
Median Month	10%	10%

Residencies

Category	Percentage
Youth Served by Juvenile Courts	50.0%
Female	45.0%
Male	55.0%
Youth Served by Adult Courts	50.0%
Female	45.0%
Male	55.0%

How We're Organized

Facility Services

- SOS-Vent
- 5 Youth Correctional Facilities
- 4 Transitional Programs



Community Services

- 730 hours
- Parole/Probation
- Reintegration Services
- Residential & Foster Care
- Funding By County: Clatsop, Clatsop/Clatskanie, Clatsop/Columbia River, Clatsop/Wasco, Clatsop/Wasco/Wasco



Developmental Services

- Treatment Services
- Education
- VAS Implementation
- Staff Training
- Family Engagement
- Prison and Inmate Services
- Justice Information System (JIS)



Health Services

- Medical and Dental
- Psychiatric and Psychological
- Restorative Care
- Health Education



Business Services

- Physical Plant
- Budget & Accounting
- Payroll and Procurement
- Human Resources
- Information Services



Director's Office

- Professional Standards Office
- Research
- Performance Management
- Policy, Rules, and Government Relations
- Finance Audit

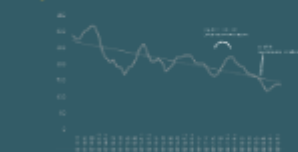


OYA Performance Management System

Goals & Processes We Target

Working on the business vs. working in the business

Example: Inmate Reduction



OYA At a Glance

985 Employees
5 Youth Correctional Facilities
4 Youth Transitional Facilities
19 Field Offices
41 Residential Programs
63 Foster and Proctor Homes
\$312.6 million General Fund budget



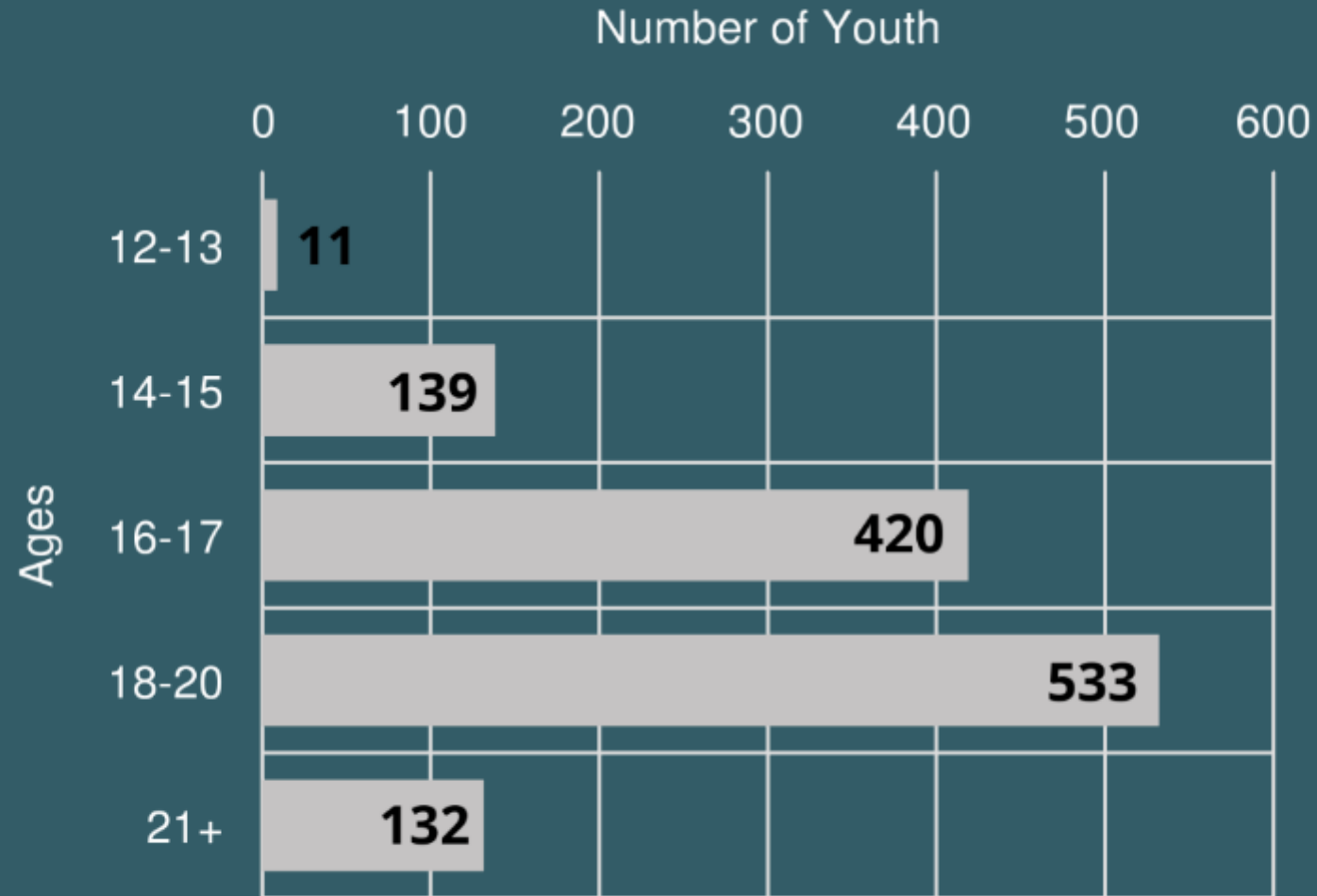
Total youth served: 1,235

- In close-custody facilities: 505
- On parole or probation in community: 730

Gender

- 88% male
- 12% female

Youth Ages



Race & Ethnicity: Oregon vs. OYA

	Oregon		OYA Overall	
	<u>Number</u>	<u>Percentage</u>	<u>Number</u>	<u>Percentage</u>
African American	22,740	3%	162	13%
Asian	43,443	7%	19	2%
Caucasian	449,489	68%	698	57%
Hispanic	131,537	20%	270	22%
Native American	10,709	2%	59	5%
Other/Unreported	N/A	N/A	27	2%
	657,918		1,235	

Sources: Puzzanchera, C., Sladky, A. and Kang, W. (2018). Easy Access to Juvenile Populations: 1990-2017. Online. Available: <https://www.ojjdp.gov/ojstatbb/ezapop/>. Also OYA Quick Facts, Jan. 2019.

Youth Profile: Social Characteristics

	Males	Females
Substance Abuse or Dependence	62%	78%
Parents Used Alcohol or Drugs	65%	82%
Diagnosed Mental Health Disorder	77%	90%
Diagnosed Conduct Disorder	50%	45%
Sexually Abused	16%	43%
Special Education	34%	19%
Past Suicide Behavior	12%	29%
Youth is a Parent	8%	10%

Recidivism

Youth Committed by Juvenile Courts

Probation 20.50%

Parole 32.10%

Youth Committed by Adult Courts

Post-Prison Supervision from OYA 24.10%

Supervision after release from DOC 44.10%

How We're Organized

Facility Services

- 505 Youth
- 5 Youth Correctional Facilities
- 4 Transitional Programs



Community Services

- 730 Youth
- Parole/Probation
- Reintegration Services
- Residential & Foster Care
- Funding for County Diversion, Juvenile Crime Prevention Basic Svcs., and Mult. Youth Gang Svcs.



Development Services

- Treatment Services
- Education
- YRS Implementation
- Staff Training
- Family Engagement
- Inclusion and Intercultural Relations
- Juvenile Justice Information System (JJIS)



Health Services

- Medical and Dental
- Psychiatric and Psychological
- Preventative Care
- Health Education



Business Services

- Physical Plant
- Budget & Accounting
- Payroll and Procurement
- Human Resources
- Information Services

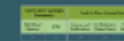


Director's Office

- Professional Standards Office
- Research
- Performance Management
- Policy, Rules, and Governm't Relations
- Internal Audit



Visual Elements: © 2014 Path

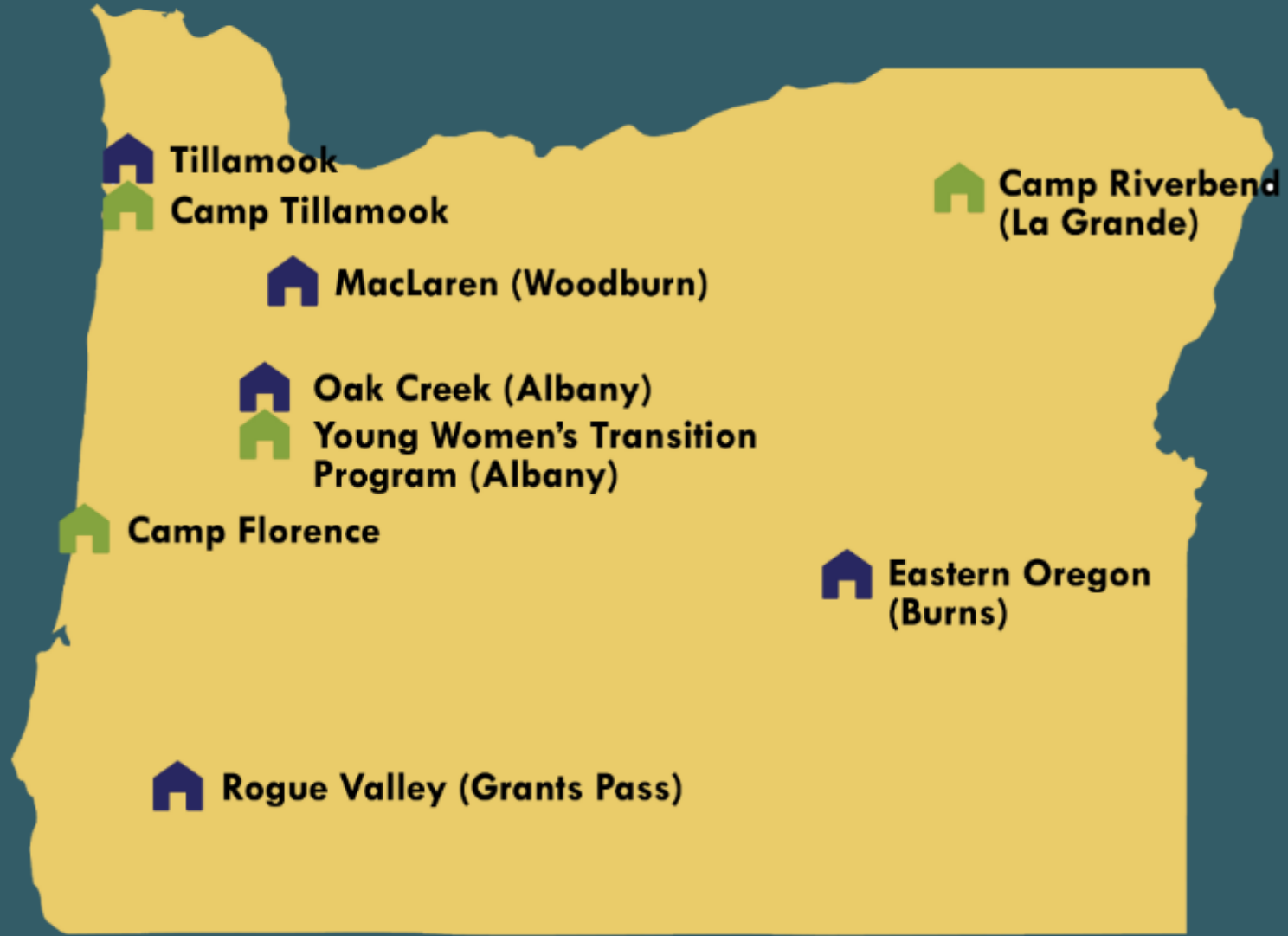


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OYA Close-Custody Facilities



 Youth Correctional Facilities

 Youth Transitional Facilities

Community Services

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OYA Community Residential Programs



* Numbers indicate how many separate programs are at that location

January 2019

Development Services

- Treatment Services
- Education
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- Staff Training
- Family Engagement
- Inclusion and Intercultural Relations
- Juvenile Justice Information System (JJIS)



Educational Achievements - All OYA Youth

Youth in Close Custody & Community		Youth in Close Custody Only		
High School Diplomas	GEDs	Licenses and Certifications	# of Students in College Classes	College Degrees*
166	110	308	166	9

*7 Associate's degrees, 1 Bachelor's, 1 Master's

Health Services

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- Psychiatric and Psychological
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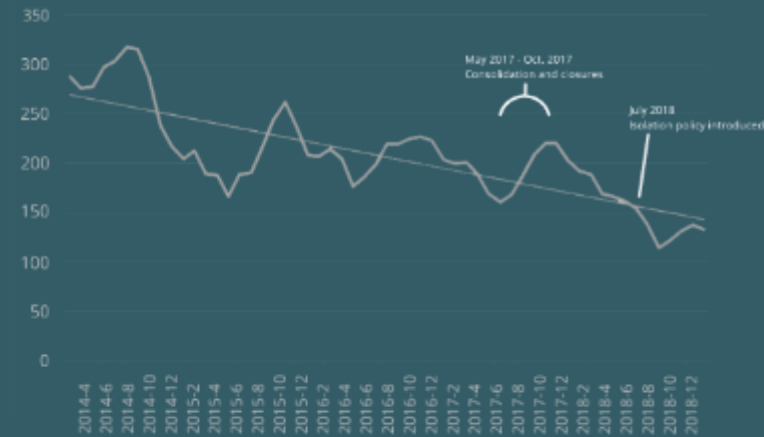
OYA Performance Management System

Goals & Processes We Target



Working on the business vs. working in the business

Example: Isolation Reduction



Goals & Processes We Target



OREGON YOUTH AUTHORITY
PERFORMANCE MANAGEMENT SYSTEM
FUNDAMENTALS MAP
January 1, 2017

FOUNDATIONS

KEY GOALS

CORE PROCESSES

PROCESS OWNERS

SUB PROCESSES

PROCESS MEASURES

Blue indicators measure key sub-processes

OUTCOME MEASURES

KEY PERFORMANCE MEASURES

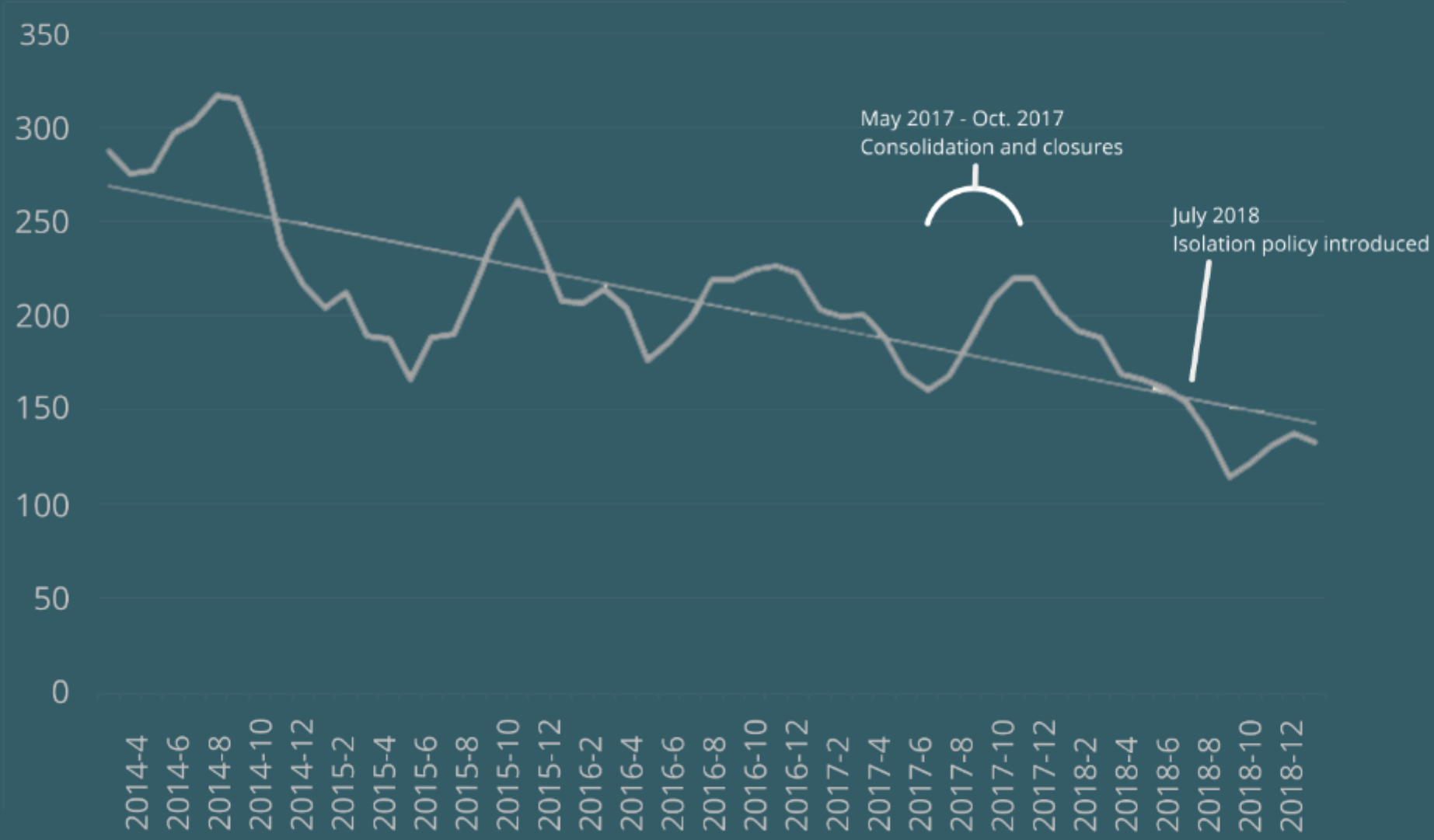
OPERATING PROCESSES										SUPPORTING PROCESSES					
OP 1: Managing care and staff safety	OP 2: Managing the youth reformative care process	OP 3: Managing youth intake and assessment	OP 4: Managing youth health care	OP 5: Providing youth health services	OP 6: Managing youth education services	OP 7: Community safety with internal and external stakeholders	OP 8: Contracting strategies and operations planning	OP 9: Evaluating and improving performance	OP 10: Managing organizational resources	OP 11: Developing human resources	OP 12: Securing and managing goods, services and facilities	OP 13: Leveraging data, research and technology			
PC, CM, GS	PC, CM	PC, CM, MA	MA, EF	PC, CM, OS, BC	CM, PC, EF, BC	SE, CM, BC, EF	JO, PC, CM, GS	JO, PC, CM, EF	GS	GS, EF	GS	GS			
<p>A. Ensuring key operations are effectively managed</p> <p>B. Ensuring physical plant are safe and secure</p> <p>C. Scheduling and maintaining appropriate equipment and technology systems</p> <p>D. Ensuring self-help and assist of others</p> <p>E. Ensuring safe transportation of youth</p> <p>F. Ensuring appropriate staffing</p> <p>G. Managing systems resources to maximize youth, staff and public safety</p> <p>H. Preventing and managing employee and contractor</p> <p>I. Monitoring sanitation levels for monitoring, responding and following up on animal waste sightings</p>	<p>A. Receiving admissions information</p> <p>B. Staffing roles with proper agencies</p> <p>C. Making referrals to treatment programs</p> <p>D. Ensuring proper records management</p> <p>E. Welcoming staff orders and commitment letters</p> <p>F. Participating in hearing and disposition hearing</p> <p>G. Ensuring youth comply with requirements and court mandates</p> <p>H. Tracking progress to courts</p> <p>I. Enforcing visitor rights and rules</p> <p>J. Submitting termination documents</p> <p>K. Terminating cases</p> <p>L. Exiting youth offenders</p>	<p>A. Conducting documentation received</p> <p>B. Confirming identity checks</p> <p>C. Assessing criminogenic risk and needs</p> <p>D. Assessing physical, mental and behavioral health</p> <p>E. Assessing special needs</p> <p>F. Receiving 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 risk classification system</p> <p>I. Making recommendations to the Admissibility Review Board</p>	<p>A. Performing physical and dental evaluations</p> <p>B. Creating medical care plans</p> <p>C. Prescribing and treating mental health conditions</p> <p>D. Providing for food hygiene, dietetics</p> <p>E. Educating youth and staff on health care</p> <p>F. Providing medical opportunities</p> <p>G. Tracking and reporting youth health care needs</p> <p>H. Administering medical services</p> <p>I. Developing and maintaining health care policies and procedures</p> <p>J. Ensuring compliance with medical services and products, and with contracted parties and specialty health care providers</p>	<p>A. Providing first aid services</p> <p>B. Providing cancer services</p> <p>C. Providing staff services</p> <p>D. Providing care plans, tests and therapies</p> <p>E. Providing for food hygiene, dietetics and nutrition</p> <p>F. Providing for special communications and services</p> <p>G. Providing treatment and management services</p> <p>H. Addressing youth special needs</p> <p>I. Ensuring a system for grievance and appeal</p> <p>J. Ensuring compliance with medical services and products, and with contracted parties and specialty health care providers</p> <p>K. Providing access to health and mental services</p> <p>L. Identifying and securing resource alternatives</p> <p>M. Creating plans</p>	<p>A. Holding youth accountable</p> <p>B. Using assessment information to develop case plans</p> <p>C. Initiating case plan information system</p> <p>D. Delivering case plan services</p> <p>E. Managing behavior in detention</p> <p>F. Managing behavior in transition</p> <p>G. Assessing and addressing youth progress on an ongoing basis</p> <p>H. Addressing case plans based on assessments</p> <p>I. Leaving case plan information</p> <p>J. Engaging families in information</p> <p>K. Providing educational and vocational services</p> <p>L. Managing security and transitions</p> <p>M. Creating plans</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. Managing disputes and grievances</p> <p>F. Marketing outcomes</p>	<p>A. Identifying needs and changing needs</p> <p>B. Contracting with new legal vendors</p> <p>C. Identifying 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 gap between the current state and the desired target</p> <p>F. Identifying the business and other resources needed to close the gap</p> <p>G. Developing implementation plans</p> <p>H. Conducting target business and making adjustments as required</p> <p>I. Monitoring emerging response plan</p> <p>J. Keeping agency roles and processes aligned with laws and standards</p>	<p>A. Defining baseline current state of strengths and weaknesses</p> <p>B. Identifying suitable benchmarks using research-based best practices</p> <p>C. Setting outcome and process targets</p> <p>D. Identifying the gap between the current state and the desired target</p> <p>E. Prioritizing initiatives</p> <p>F. Implementing process improvements</p> <p>G. Monitoring outcomes and adjusting where needed</p> <p>H. Consulting program evaluations</p> <p>I. Conducting regular business and making adjustments as required</p> <p>J. Responding to agency of youth and staff incidents</p>	<p>A. Establishing budgets</p> <p>B. Managing payroll</p> <p>C. Managing assets</p> <p>D. Managing accounts payable</p> <p>E. Managing accounts receivable</p> <p>F. Managing reporting and development opportunities</p> <p>G. Ensuring compliance</p>	<p>A. Identifying human resources needs</p> <p>B. Recruiting, hiring and retaining a diverse workforce</p> <p>C. Creating new employee</p> <p>D. Providing training, coaching, mentoring and development opportunities</p> <p>E. Managing worker compensation and S&P items</p> <p>F. Reviewing and evaluating performance</p> <p>G. Managing succession planning</p> <p>H. Assessing classification and managing compensation</p> <p>I. Conducting bargaining agreements</p> <p>J. Responding performance</p> <p>K. Conducting the employee exit process</p>	<p>A. Determining needs</p> <p>B. Understanding and applying OYA and OYA's needs to contracting and pricing</p> <p>C. Determining appropriate procurement method (e.g. purchase order, request for proposal, time and materials)</p> <p>D. Contracting and preparing goods and services</p> <p>E. Effectively operating and managing physical assets</p> <p>F. Building 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 (e.g. CRM)</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: Resource assessment</p> <p>OP 1.2: Escapes</p> <p>OP 1.3: Youth on staff assets</p> <p>OP 1.4: Youth on staff assets</p> <p>OP 1.5: Youth on staff assets</p> <p>OP 1.6: Youth on staff assets</p>	<p>OP 2.1: Access to community services - capacity</p> <p>OP 2.2: Access to community services - timelines</p> <p>OP 2.3: Access to community services - quality</p> <p>OP 2.4: Youth on staff assets</p> <p>OP 2.5: Youth on staff assets</p> <p>OP 2.6: Youth on staff assets</p>	<p>OP 3.1: Intake/assessment</p> <p>OP 3.2: Case plan</p> <p>OP 3.3: Intake length of stay</p> <p>OP 3.4: Intake case plan</p> <p>OP 3.5: Intake psychological</p> <p>OP 3.6: Intake psychological</p> <p>OP 3.7: Intake psychological</p> <p>OP 3.8: Intake psychological</p>	<p>OP 4.1: Access to family services</p> <p>OP 4.2: Access to family services</p> <p>OP 4.3: Access to family services</p> <p>OP 4.4: Access to family services</p> <p>OP 4.5: Access to family services</p> <p>OP 4.6: Access to family services</p>	<p>OP 5.1: Educational services</p> <p>OP 5.2: Educational services</p> <p>OP 5.3: Educational services</p> <p>OP 5.4: Educational services</p> <p>OP 5.5: Educational services</p> <p>OP 5.6: Educational services</p>	<p>OP 6.1: Educational services</p> <p>OP 6.2: Educational services</p> <p>OP 6.3: Educational services</p> <p>OP 6.4: Educational services</p> <p>OP 6.5: Educational services</p> <p>OP 6.6: Educational services</p>	<p>OP 7.1: Executive relations</p> <p>OP 7.2: Executive relations</p> <p>OP 7.3: Executive relations</p> <p>OP 7.4: Executive relations</p> <p>OP 7.5: Executive relations</p> <p>OP 7.6: Executive relations</p>	<p>OP 8.1: Broad-based</p> <p>OP 8.2: Broad-based</p> <p>OP 8.3: Broad-based</p> <p>OP 8.4: Broad-based</p> <p>OP 8.5: Broad-based</p> <p>OP 8.6: Broad-based</p>	<p>OP 9.1: Baseline evaluation</p> <p>OP 9.2: Baseline evaluation</p> <p>OP 9.3: Baseline evaluation</p> <p>OP 9.4: Baseline evaluation</p> <p>OP 9.5: Baseline evaluation</p> <p>OP 9.6: Baseline evaluation</p>	<p>OP 10.1: Budget/finance</p> <p>OP 10.2: Budget/finance</p> <p>OP 10.3: Budget/finance</p> <p>OP 10.4: Budget/finance</p> <p>OP 10.5: Budget/finance</p> <p>OP 10.6: Budget/finance</p>	<p>OP 11.1: Recruitment</p> <p>OP 11.2: Recruitment</p> <p>OP 11.3: Recruitment</p> <p>OP 11.4: Recruitment</p> <p>OP 11.5: Recruitment</p> <p>OP 11.6: Recruitment</p>	<p>OP 12.1: Procurement</p> <p>OP 12.2: Procurement</p> <p>OP 12.3: Procurement</p> <p>OP 12.4: Procurement</p> <p>OP 12.5: Procurement</p> <p>OP 12.6: Procurement</p>	<p>OP 13.1: Data/technology</p> <p>OP 13.2: Data/technology</p> <p>OP 13.3: Data/technology</p> <p>OP 13.4: Data/technology</p> <p>OP 13.5: Data/technology</p> <p>OP 13.6: Data/technology</p>			
<p>OM 1: Youth are safe</p> <p>OM 2: Youth are safe</p> <p>OM 3: Youth are healthy</p> <p>OM 4: Youth have appropriate services</p> <p>OM 5: Youth engage in positive activities</p> <p>OM 6: Youth receive care management</p> <p>OM 7: Youth have family involvement</p> <p>OM 8: Youth have family involvement</p> <p>OM 9: Youth have family involvement</p> <p>OM 10: Staff feel safe</p> <p>OM 11: Staff are safe</p> <p>OM 12: Agency resources are available</p> <p>OM 13: Employees are engaged</p> <p>OM 14: Employees are engaged</p> <p>OM 15: Employees are engaged</p> <p>OM 16: Employee retention is low</p> <p>OM 17: The agency performs as budgeted</p> <p>OM 18: The public is safe</p>	<p>KPM 1: Youth escapes</p> <p>KPM 2: Youth returns</p> <p>KPM 3: Youth to youth services</p> <p>KPM 4: Youth to youth services</p> <p>KPM 5: Youth to youth services</p> <p>KPM 6: Youth to youth services</p> <p>KPM 7: Youth to youth services</p> <p>KPM 8: Youth to youth services</p> <p>KPM 9: Youth to youth services</p> <p>KPM 10: Youth to youth services</p> <p>KPM 11: Youth to youth services</p> <p>KPM 12: Youth to youth services</p> <p>KPM 13: Youth to youth services</p> <p>KPM 14: Youth to youth services</p> <p>KPM 15: Youth to youth services</p>														

Goals & Processes We Target



Working on the business vs. working in the business

Example: Isolation Reduction



Strategic Initiatives

Positive Human Development (PHD)



Youth Reformation System (YRS)



Equity, Diversity, & Inclusion

- Focus on equitable outcomes
- Equity score card
- Office of Inclusion and Intercultural Relations (OIIR)
- Latino, African-American, Native American, LGBTQQI service coordinators
- I Am Academy
- Staffing that reflects youth population
- HR recruiter

Creating a Culture of Success



Predicted Success Rates



- Upgrading living spaces for youth to support positive human development and rehabilitation.



- Addressing deferred maintenance to protect Oregonians' investments.

Positive Human Development (PHD)

PHD provides:

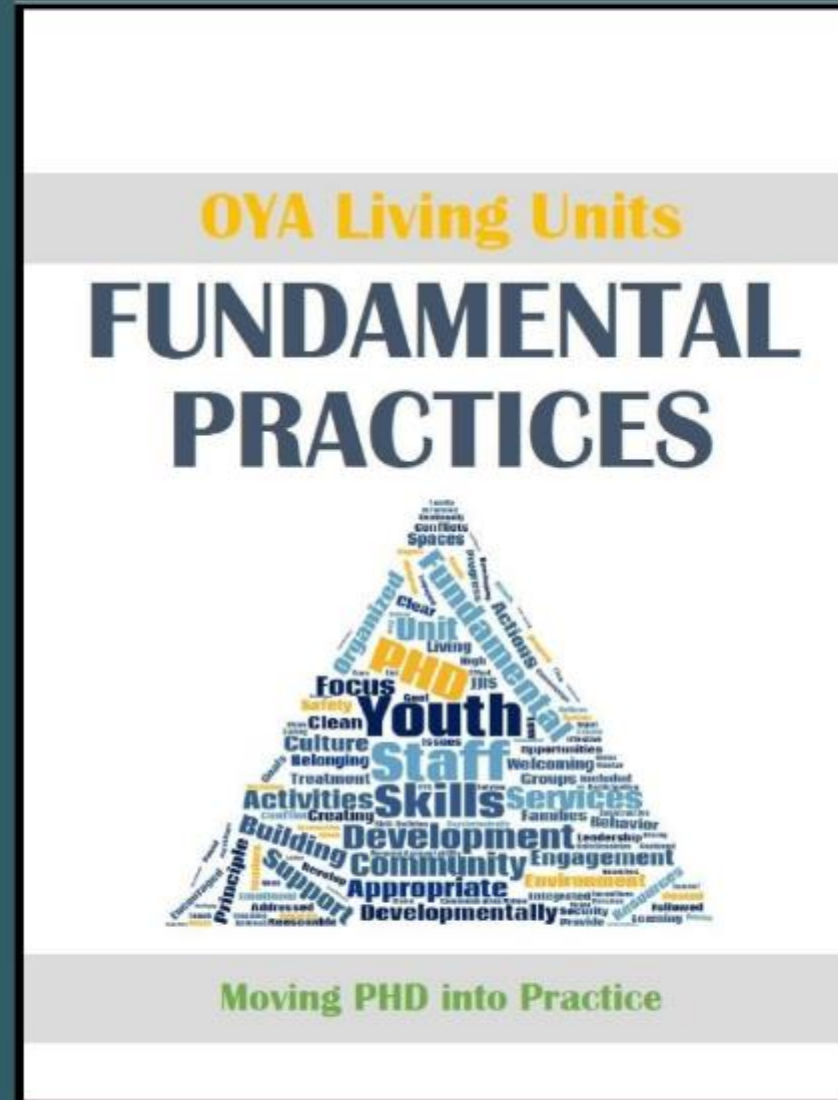
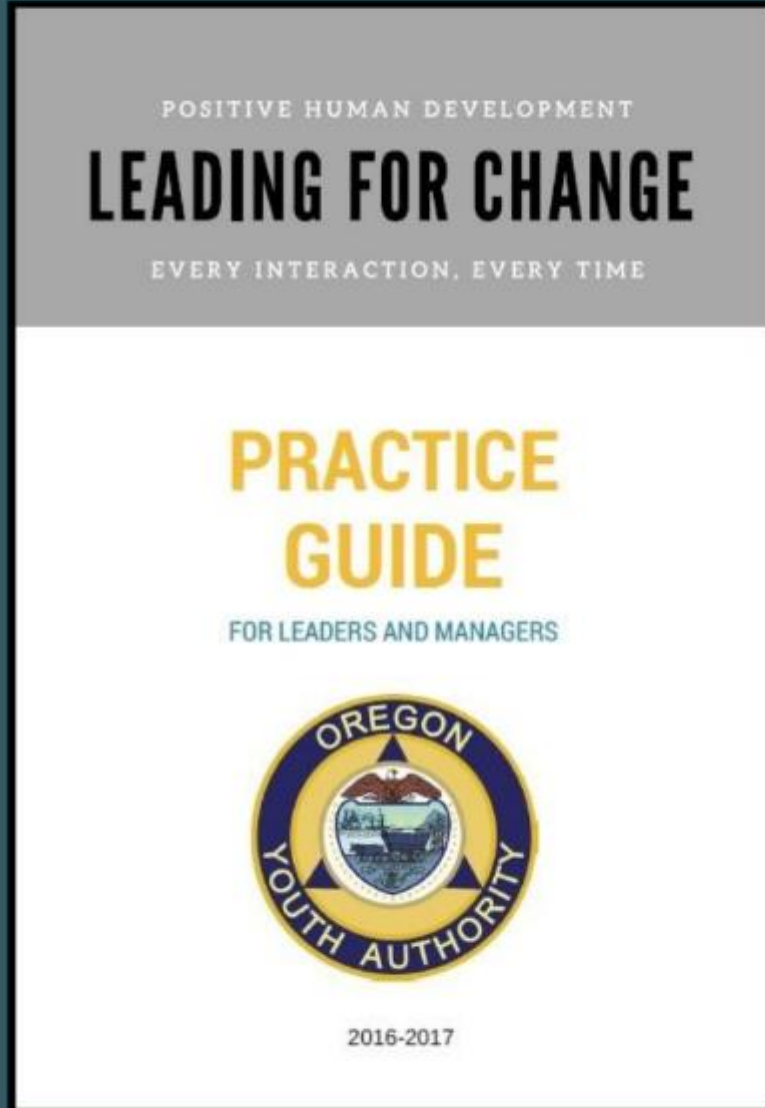
- Supportive relationships
- Meaningful participation
- Opportunities

To help:

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



Creating a Culture of Success





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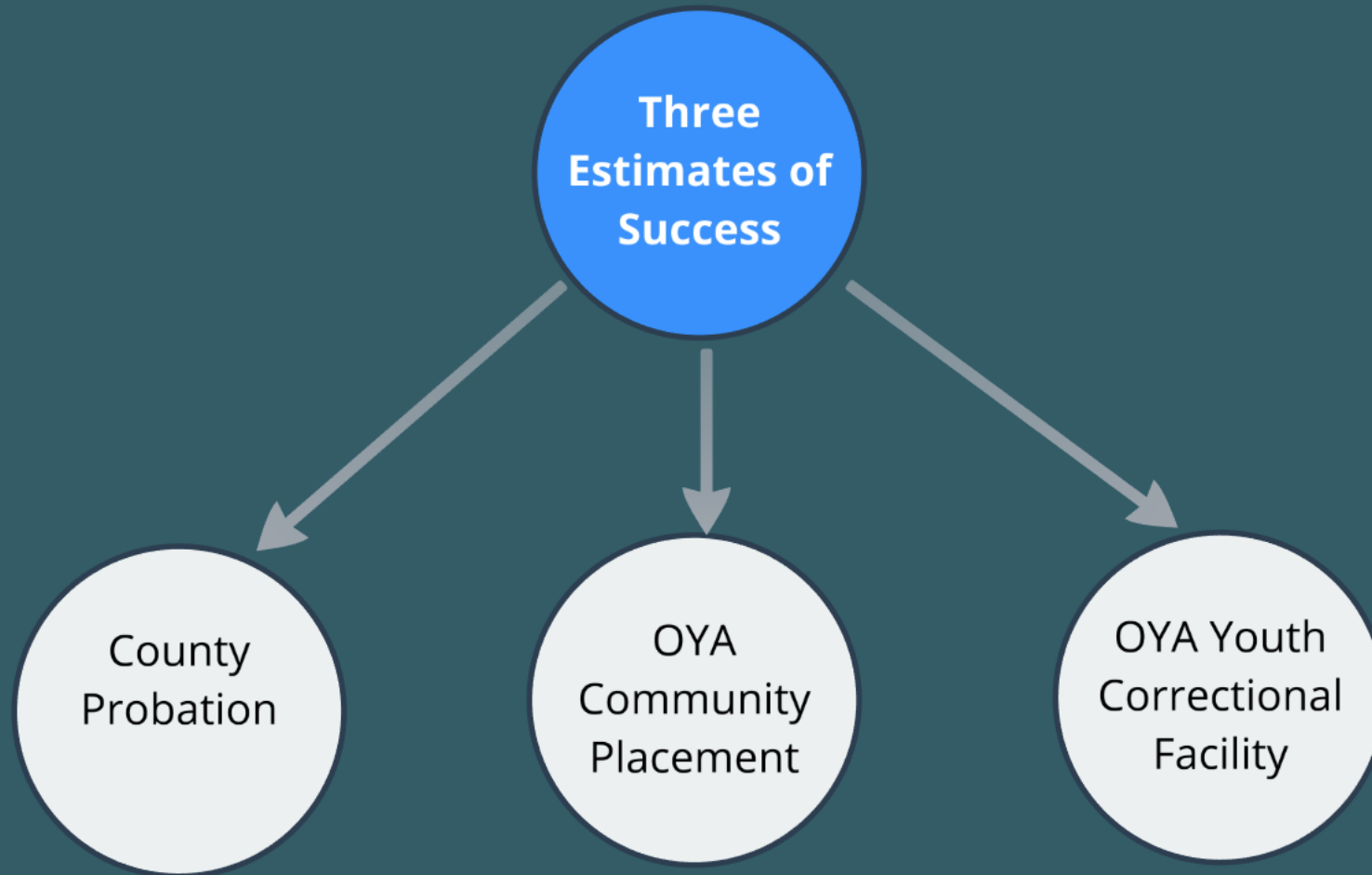
Youth Reformation System (YRS)

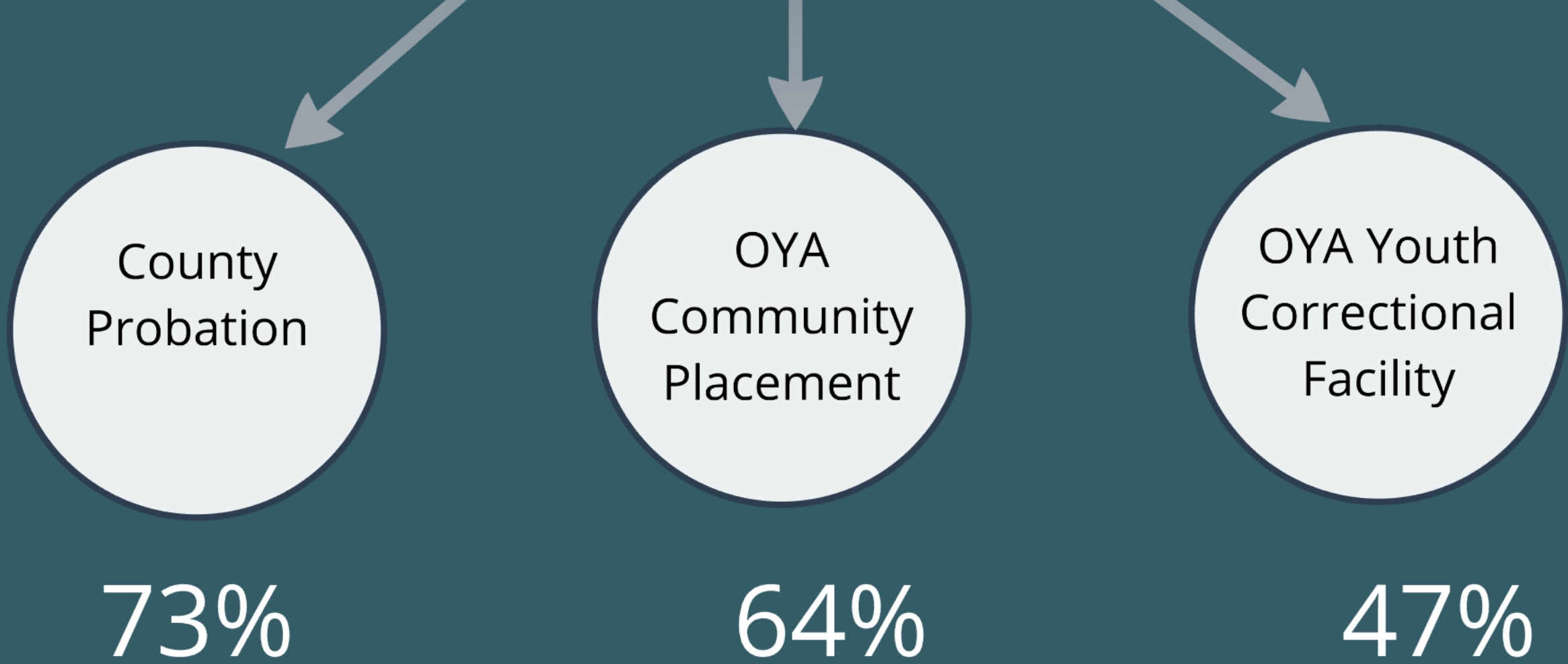
Four Key Components of YRS:



Right youth, right placement, right services and interventions, right length of time, right outcomes and right transition supports.

Predicted Success Rates





Equity, Diversity, & Inclusion

- Focus on equitable outcomes
 - Equity score card
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- Staffing that reflects youth population
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Legislative Priorities

- Truing up OYA budget and resolving long-standing doublefills
- Modernizing JJIS
- Being a resource on juvenile sentencing
- Promote opportunities for youth related to:
 - juvenile detention guidelines, reentry, education, foster care, youth care centers, and workforce training



“Before, I had no empathy. Being in here, I realized I **do care about people**. It feels good to know I can help **change their life.**”

Josefina, Oak Creek Youth Correctional Facility