

ANALYSIS

Oregon Youth Authority Community Residential Treatment Program Utilization

Analyst: John Terpening

Request: Acknowledge receipt of a report on community residential treatment program utilization.

Analysis: The Oregon Youth Authority (OYA) has submitted a report related the utilization of community residential treatment beds pursuant to a budget note approved in HB 5039 (2021).

Community Residential Treatment Program Utilization Review: *The Oregon Youth Authority's use of community residential treatment beds for justice-involved youth has consistently declined since 2015, from an average daily population of 420 in July 2015 to a pandemic-related low of 237 in February 2021. The agency is directed to report to the Joint Committee on Ways and Means during the 2022 legislative session on its use of this resource. The report shall include an evaluation of whether and how predictive models successfully place youth in the treatment program most likely to result in successful completion, ways in which runaways and parole revocations might be reduced, and on efforts underway to support a greater diversity of community treatment providers. This information shall be reported to the Public Safety Subcommittee of the Joint Committee on Ways and Means no later than February 15, 2022.*

Community Residential Treatment Program and Predictive Modeling

As the budget note pointed out, OYA's use of community residential treatment beds for justice-involved youth has consistently declined since 2015. OYA reports that nine community residential treatment providers have ended their contracts with OYA in the past three years, resulting in a loss of 119 beds. The COVID-19 pandemic has also limited community placements, by affecting staffing levels, reducing available beds, and creating workforce challenges in recruiting qualified staff, along with making attracting and retaining proctor parents more difficult. Finally, OYA notes that the average age of youth being placed in the community has been increasing and is expected to continue to increase with fewer youth being convicted as adults under SB 1008 (2019). This is anticipated to result in more youth serving their sentence and being released through OYA into community programs instead of being released to adult community supervision. As the average age increases, a different array of community services is needed than those for those under 18 and older adults.

OYA previously piloted a predictive model for the placement of youth called the Youth Placement Score (YPS), which was intended to provide a way to match youth with programs that would provide the best likelihood of success. However, there were significant limitations with YPS resulting in the model being discontinued. Since that time, OYA has not had a predictive model for the placement of youth and questions remain as to whether there is a predictive model currently developed that would be successful.

OYA reports that data limitations are the largest impediment to building a predictive model for placement. Youth will typically be placed in multiple programs during their commitment to OYA which makes correlating any success or failure to an individual program very difficult. The availability of programs in the community for youth will also often change, as new providers start up or providers

discontinue services or change their programs, which makes attribution of success or failure even more difficult.

The Juvenile Parole/Probation Officer (JPPO) is responsible for youth placements and historically would often base program selection on the relationship the JPPO has with the program or youth. After review of the YPS pilot, OYA has changed the process for placement to provide JPPO's with a list of all appropriate services and programs through the Juvenile Justice Information System (JJIS). Additionally, the system will now allow JPPO's the ability to filter programs to match to a youth's individual needs, determine actual capacity for each program, and send multiple program referrals from one screen.

OYA has also identified some enhancements to JJIS data that could improve the ability of JPPO's to effectively place youth by including more data for programs in the system such as services provided, length of stay estimates, physical location, demographics, and average youth Oregon Recidivism Risk Assessment scores.

Runaways and Revocations Reductions

OYA reports that it has implemented several changes to reduce the likelihood of youth running away from residential programs, including increased contact between JPPO's and youth during the first 30 days in a placement when risk of running away is highest. This increased contact is done by Transition JPPO's which also engage youth during their last 30 days in a close custody facility prior to community placement.

OYA has also developed new approaches to reduce revocations including: a Parole Revocation Diversion program which is a community treatment program with increased supervision and skill-building as an alternative to revocation to a close custody facility; and a separate process for youth revoked for technical violations versus those that have committed new criminal offenses. This process allows for the potential that youth revoked for technical violations may be able to return to the community quicker.

Diversity of Treatment Providers

OYA reports it is developing partnerships with more community providers of color and programs focused on specific youth populations to increase the diversity of available community programs. Additionally, OYA has started to engage earlier with potential community treatment providers to provide them with more support and to assess what services are needed, what populations of youth could be served, level of financial support required and what might be available, and the utilization rate necessary to maintain the program. With this increased level of assistance, OYA is hopeful that more community treatment providers will be able to startup and develop sustainable programs.

Recommendation: The Legislative Fiscal Office recommends acknowledging receipt of the report with instruction that the Oregon Youth Authority provide an update on its community residential treatment program usage and status of youth placements at the meeting of Emergency Board anticipated to be scheduled in December 2022.



Oregon

Kate Brown, Governor

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January 14, 2022

*The Honorable Senator Elizabeth Steiner Hayward, Co-Chair
The Honorable Representative Dan Rayfield, Co-Chair
Joint Committee on Ways and Means*

*900 Court Street NE
H-178 State Capitol
Salem, OR 97301-4048*

Dear Co-Chairs,

Nature of the Request

As directed by the Oregon Legislature in a 2021 Budget Note, the Oregon Youth Authority ("OYA") is providing an update of:

1. OYA's use of community residential beds, including the evaluation of whether and how predictive models successfully place youth in the community program most likely to result in successful completion,
2. Efforts to reduce runaways and parole revocations, and
3. Efforts to support a greater diversity of community providers.

Agency Action

Report has been drafted and is being reviewed and will be turned in by the February 15, 2022 deadline.

Action Requested

OYA requests that the Legislature accept the report.

Sincerely,

Joe O'Leary, OYA Director



Oregon Youth Authority

2022 Budget Note Report: Community Residential Beds

Submitted January 21, 2022

As directed by the Oregon Legislature in the 2021 Budget Note on Community Residential Treatment Program Utilization Review, the Oregon Youth Authority (OYA) is providing an update of:

1. OYA's use of community residential beds, including an evaluation of whether and how predictive models successfully place youth in the community program most likely to result in successful completion,
2. Efforts to reduce runaways and parole revocations, and
3. Efforts to support a greater diversity of community providers.

These three areas of focus are set out separately in the 2021 budget note, but they are all connected in practice. OYA continues to work to develop equitable services that support healthy youth development in community settings and reduce overall commitments and length of stay in youth correctional facilities.

Use of Community Residential Programs and Placement Tool

Residential Programs Overview

OYA contracts with a network of private and non-profit agencies to provide behavioral rehabilitation residential treatment services (BRS). Youth are placed in residential programs or OYA foster care based on individual treatment needs and risk of recidivism. Providers help youth develop skills, provide treatment, and address other needs to help them re-enter their community.

Different BRS programs provide specific levels of care to meet the needs of the youth referred to their program. The level of care a youth needs determines the kind of programs that are available to them. Different levels of care require different staff-to-youth ratios and the numbers of service or treatment hours per week.

There has been a steady decline in the number of youth committed to OYA since 2012. This decline is true for all demographic groups, but youth of color continue to be overrepresented in OYA's population compared to Oregon overall.

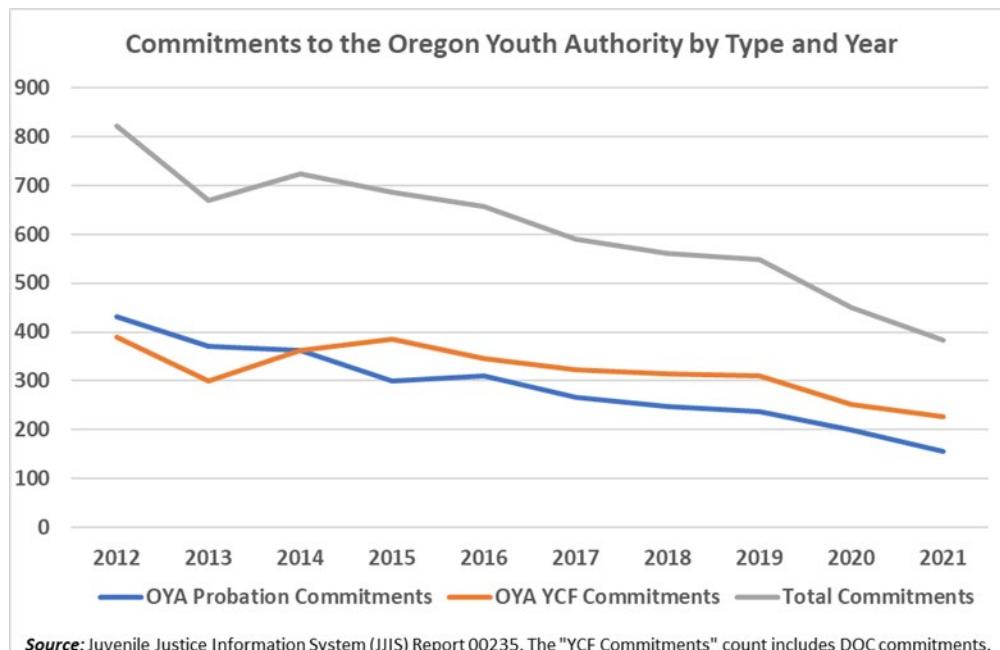
For example, African American youth are 4% of Oregon's youth population, but 13% of youth under community supervision. Native American youth are 1% of Oregon's youth population, but 7% of the close-custody population.

Racial Disparities in the Juvenile Justice System

Race/Ethnicity	All Oregon Youth	OYA Youth		OYA Staff
		Community Supervision	Close-Custody Facilities	
African American	4%	13%	14%	6.5%
Asian/Pacific Islander	6%	3%	3%	5%
Latino/a	22%	22%	26%	13.4%
Native American	1%	4%	7%	3.5%
White	67%	55%	49%	68.4%
Other/Unreported	—	4%	2%	3.4%

SOURCES: OYA Quick Facts, Workday, and Easy Access to Juvenile Populations.
Updated: January 2022

Youth that are committed to probation could be placed in a residential program while they are on probation. Youth committed to a youth correctional facility are eligible for residential programs when on parole and in the community.



Fewer beds available in community residential programs

Community residential providers have faced and continue to face many challenges to continued effective and high-quality operations. Nine community residential providers have ended their contracts with OYA in the last 3 years alone, resulting in the loss of 119 beds.

Three other major factors have limited the number of community program placement options for youth: COVID-19, workforce challenges, and the increasing average age and needs of committed youth.

COVID-19

The pandemic has led to significant staffing issues for many programs. Pandemic precautions have impacted providers' ability to meet required staffing ratios for various levels of care. The need to quarantine new youth in the program or youth testing positive for the virus and additional daytime supervision of youth normally enrolled in public school but required to attend virtually impacts the number of staff available for normal operations. Staff are also testing positive for the virus and quarantining at home or otherwise unable to work.

Workforce challenges

Community residential providers, like nearly all employers, are facing challenges in recruiting and retaining qualified staff. Providers report that they are unable to offer competitive salaries or otherwise attract qualified staff. As a result, many providers have been forced to reduce the number of youth placed in their programs so they can meet staff-to-youth ratio requirements.

Providers have also struggled to attract and retain qualified proctor parents. proctor parents are foster parents who provide the residential component for some community programs. They receive additional training and support the program's skill-building work with each individual youth in the residential setting. There has been a significant reduction in the number of proctor parents since the onset of the pandemic, further reducing the number of residential beds available for youth in OYA custody.

Increasing average age and treatment needs

The average age of youth placed in the community has been and will continue to increase. This is especially true of youth who are paroling out of close custody.

Sixty-nine percent of youth on parole are 18 years of age or older. The average age of youth on supervision in the community is expected to increase as Senate Bill 1008 (2019) results in fewer youth being convicted as adults. Instead, cases are more likely to be handled in Juvenile Court where they receive an indeterminate sentence, instead of a specific number of months. These youth will complete their commitment in OYA's custody without transferring to the Department of Corrections, which means they will be eligible for residential services when they are released.

Youth that have spent a longer time in a correctional facility often need a different, more intensive type of community support. As the population changes, OYA's needs for residential providers will change, too.

An increasing proportion of youth committed to OYA have significant and documented mental health and substance abuse issues. Eighty-nine percent of young women and 78% of young men in close custody have a diagnosed mental health disorder. Over 60% of the young women and young men have identified substance abuse issues.¹

OYA needs to work with providers and create new programs to increase capacity and programming that addresses:

- Higher level mental health and substance abuse needs for youth, and
- Independent living skills for older youth paroling from facilities.

Placement Tool

OYA piloted the use of a Youth Placement Score (YPS) predictive model in the last biennium. This tool was intended to give OYA and programs an estimated likelihood of success for a youth if placed in a particular residential program. The pilot revealed significant limitations in the tool and OYA decided to discontinue its use in that configuration. However as explained below, lessons learned from the pilot resulted in several system improvements.

Limitations of the pilot included:

¹ Source: <https://www.oregon.gov/oya/Publications/QuickFacts-Jan2021.pdf>

- **Data limitations:** Key data on programs is lacking because of data entry and documentation limitations associated with the Juvenile Justice Information System (JJIS). Ways to work around these information gaps created limitations in the practical utility of the predictive tool.
- **Placement instability:** Youth success is not easily attributable to one program. It is very common for youth to be placed in multiple programs during their commitment to OYA. This complicates the efforts to assess individual program effects and their relationship to youth performance and subsequent offending.
- **Feasibility:** The tool required an onerous amount of time and resources to keep it up to date with common changes, such as program changes, new programs, changing populations of youth, and lack of program feedback.

OYA decided to discontinue the use of the predictive tool because of these limitations. However, the pilot did advance OYA's efforts to improve how youth are directed to the program that will best support their development and growth.

As part of the review process, OYA also conducted a series of listening sessions with staff and providers to learn about additional data or information that could be provided to enhance placement decisions. As a result, a series of improvements to the program selection and referral have been implemented within the Juvenile Justice Information System. Additional improvements have been identified for future development as part of OYA's JJIS Modernization Project.

Efforts to reduce runaways and revocations

OYA has established workgroups to examine runaways and parole revocations as well as the relationship between them. OYA implemented several significant changes to reduce the likelihood of a youth running away from residential placements. Decreasing runs also reduces revocations because more youth can be safely housed in the community.

Runaways

Youth are at the highest risk for running away during the first 30-days of program placement. Connecting youth who are eligible for parole with the program before they are released from close custody is also critical to success during the first 30 days residential placement. The workgroups also determined that increased Juvenile Parole/Probation Officer (JPPO) contact with the youth at the time of placement and during the first 30-days is critical to supporting youth success and reducing the likelihood of absconding from supervision.

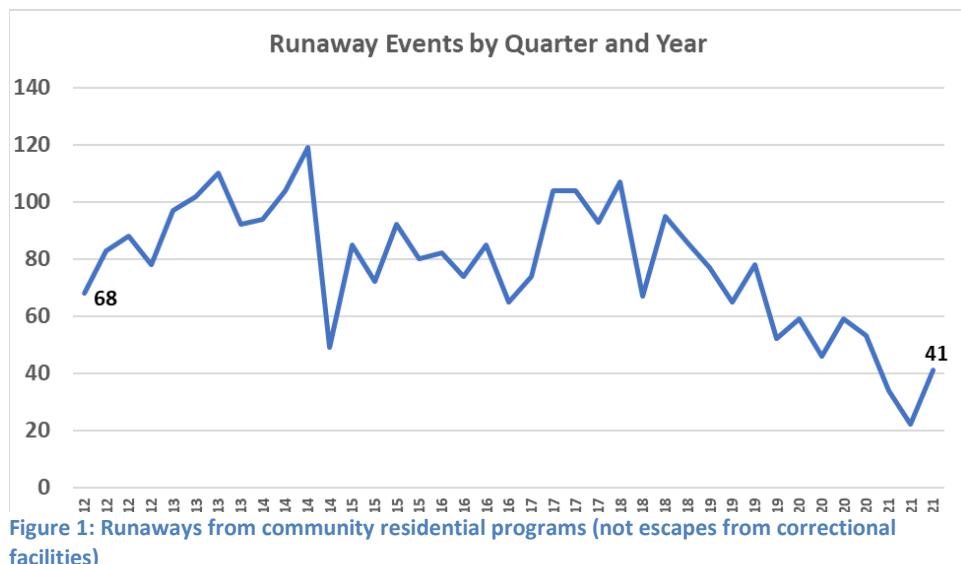
In response to these findings, OYA revised its policies and practices to ensure that JPPOs and/or Juvenile Parole/Probation Assistants (JPPA) are present when youth are admitted to a program and maintain regular contact with the youth during their placement. This includes an increased emphasis on consistent, on-going contact during the first 30-days to support stability during the period of highest run risk.

The workgroups also identified that youth on parole were at greater risk to run-away than youth on probation. Based on these findings, OYA established Transition JPPO positions by repurposing vacant JPPO positions.

Transition JPPOs help ensure paroling youth have what they need to be successful, which can include helping them acquire their state ID, birth certificate, social security card, and to develop a resume. Staff in these positions connect youth with SNAP benefits, continuing education opportunities, and are very active in assisting youth as they seek employment. Transition JPPOs often help youth fill out job applications, prepare them for job interviews or assist with transportation for interviews. Their goal is to continue positive development and to provide guidance during every child's transition back into the community.

Runaway trends

There has been a steady decline in the number of runaway incidents from community programs since a high of 86 during the fourth quarter of 2018, to most recently 41 incidents in the third quarter of 2021.²



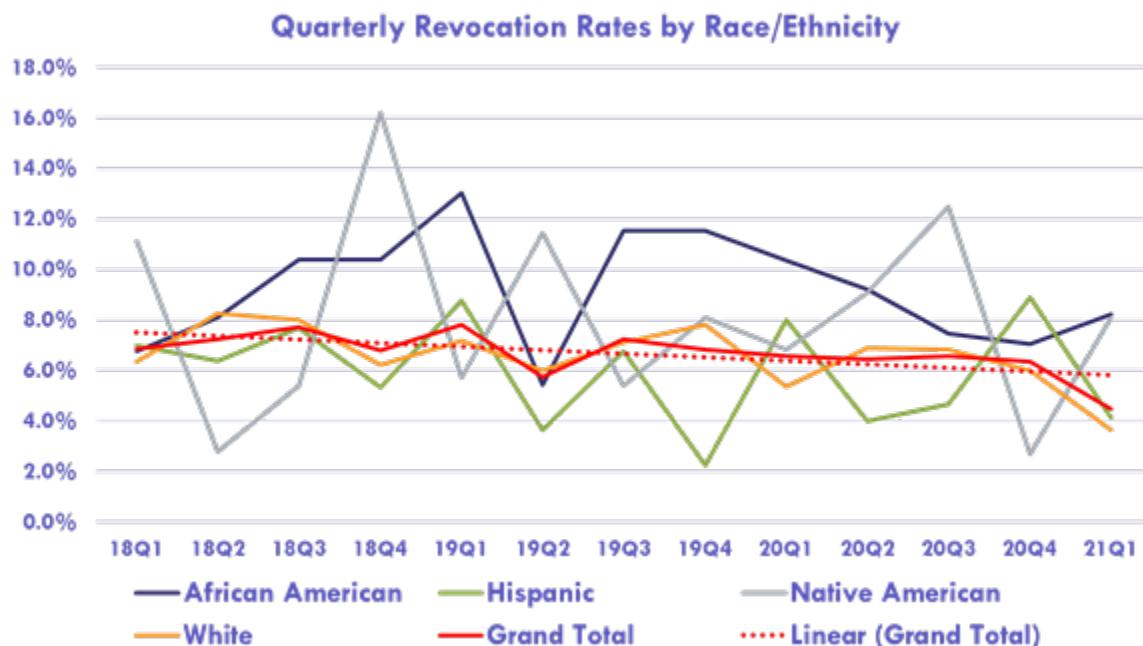
² Source: Juvenile Justice Information System Report (00481) Oregon Youth Authority

OYA will continue to monitor the data to make sure that the trend continues, and especially how having more youth released on OYA parole at an older age will impact this data.

Revocations

Revocations are sometimes necessary when a paroled youth in the community needs to be returned to a youth correctional facility for parole violation or a new offense.

Youth of color are revoked to close custody at higher rates than their white counterparts. Although OYA has reduced the overall likelihood of revocation in recent years, there is more work to be done to specifically address the needs of youth of color. Rates remain consistently higher for African American and Native American youth. During the first quarter of 2021, African American and Native American youth were twice as likely to be revoked (8.2% and 8.1%, respectively), compared to their white counterparts (3.7% revocation rate).³



OYA's approach to reducing revocations involves three critical elements:

- Provide alternative community placements for youth at risk of returning to close custody

³ **Source:** Adapted from Juvenile Justice Information System (JJIS) Report 00334; Oregon Youth Authority, Research and Evaluation Team

- Create a separate process for youth who are revoked for technical violations vs. new criminal (misdemeanor or felony) offenses
- Improve quality of contact with youth prior to release from close custody and enhanced focus on the first 30-days of reentry to community supervision

These efforts also contribute to reducing runaway events from residential placements or absconding from probation supervision, which will reduce reliance on placing youth in close custody settings.

Alternative community placements

OYA worked with community partners to develop a community-based short-term 90-day Parole Revocation Diversion ("PRD") program. A PRD is a BRS residential program which provides an alternative to returning youth to close custody. It allows youth to remain within a community placement with an increased level of supervision and intensive skill-building support before returning to a less restrictive environment. Currently, only two PRD programs are available to accept youth in Oregon. Both of these programs operate near full capacity, which demonstrates the current and continued need for specialized youth placements

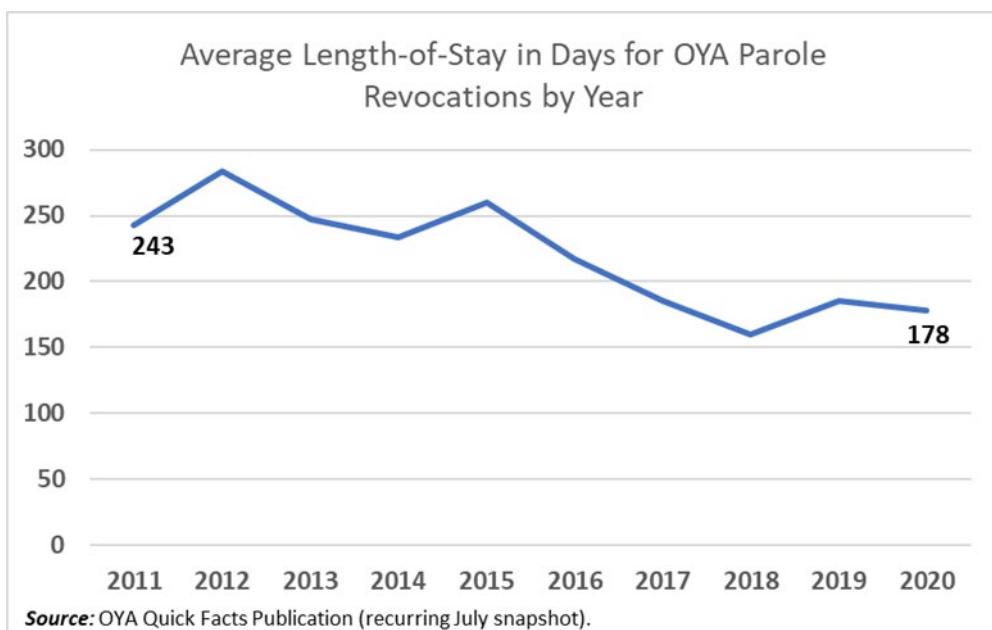
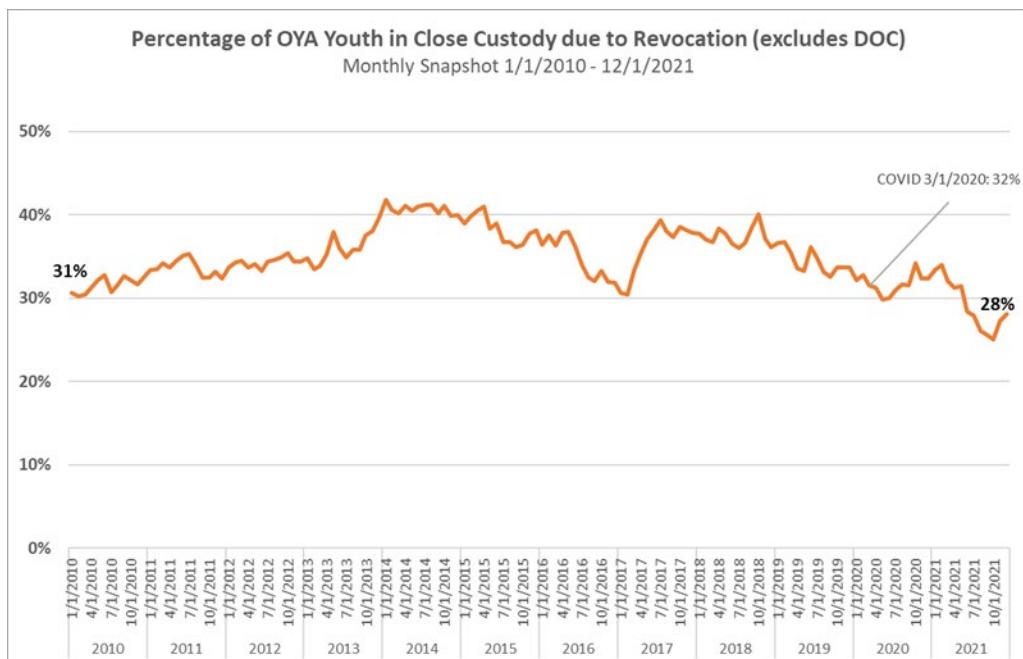
Process for parole revocation

OYA developed and successfully implemented a two-track system to support a quicker return to the community for youth revoked for technical violations or new offending, when appropriate.

- **Track 1:** Youth whose parole is revoked due to technical violations, such as not meeting conditions of parole, receive a comprehensive assessment to address the behaviors which led to the revocation.
- **Track 2:** Youth whose parole is revoked because they committed a new crime, or are for a second time for technical violations, are assigned to a long-term unit for treatment and skill-building related to the new crime or persistent behavior issues.

Based on the initial assessment, a support and skill-building plan is developed with the goal to return the youth to the community within 45-90 days. This new revocation process gives the youth the opportunity to identify and address the issues that led to the parole revocation in order to return to the community and make progress.

Since the creation of the Parole Revocation Diversion programs and the implementation of the redesigned revocation unit, the percentage of youth in close custody for revocation has been reduced from 32% to 28%.⁴ This decline also reflects the reduction in the number of youth being revoked.



⁴ Source: Ad-Hoc analysis derived from the State of Oregon Youth Corrections Forecast. Oregon Youth Authority, Research and Evaluation Team (January, 2022).

Improved contact before youth are released

OYA has developed materials and a “reach-in” system for youth to become familiar with their community program placement before they are released. This helps decrease a youth’s anxiety about release and increases their interest in connecting with their new home. The role of the Transition JPPO is a critical component of the youth’s last 30-days in a close custody facility and for their first 30-days in the community.

OYA is also expanding and improving how it develops relationships and supports accountability with youth returning to the community through the Developmental Approach to Parole and Probation (DAPP).

DAPP strategies are developed using established research-based principles and are focused on supporting positive outcomes for youth.⁵ DAPP provides tools to support a balance of accountability and promoting positive behavior change, matching services that meet each youth’s individual and cultural needs, partnering with the youth’s support system, and maintaining connections to the youth’s community.

OYA’s Office of Inclusion and Intercultural Relations (OIIR) sought and received additional positions during the last legislative session. These new positions will allow OIIR to work with more youth and will allow Community Services and OYA’s community partners to provide critically needed culturally, ethnically, and racially focused support for youth of color and other marginalized youth living in community settings. OYA is also working to connect the dots between family connections, DAPP strategies, and other community stakeholders critical to youth success.

Improve support for youth of color

Youth of color are disproportionately represented throughout the juvenile justice system in Oregon. The deeper youth go in the system, the greater the disparities.⁶ Oregon has some of the highest rates of juvenile commitment to state custody in the United States, particularly for marginalized youth.⁷ Youth of color are also disproportionately represented within OYA and are more likely to re-offend after leaving OYA custody.⁸

⁵ Source: Annie E. Casey Foundation, 2018; Harvell et al., 2020; Weber et al., 2018

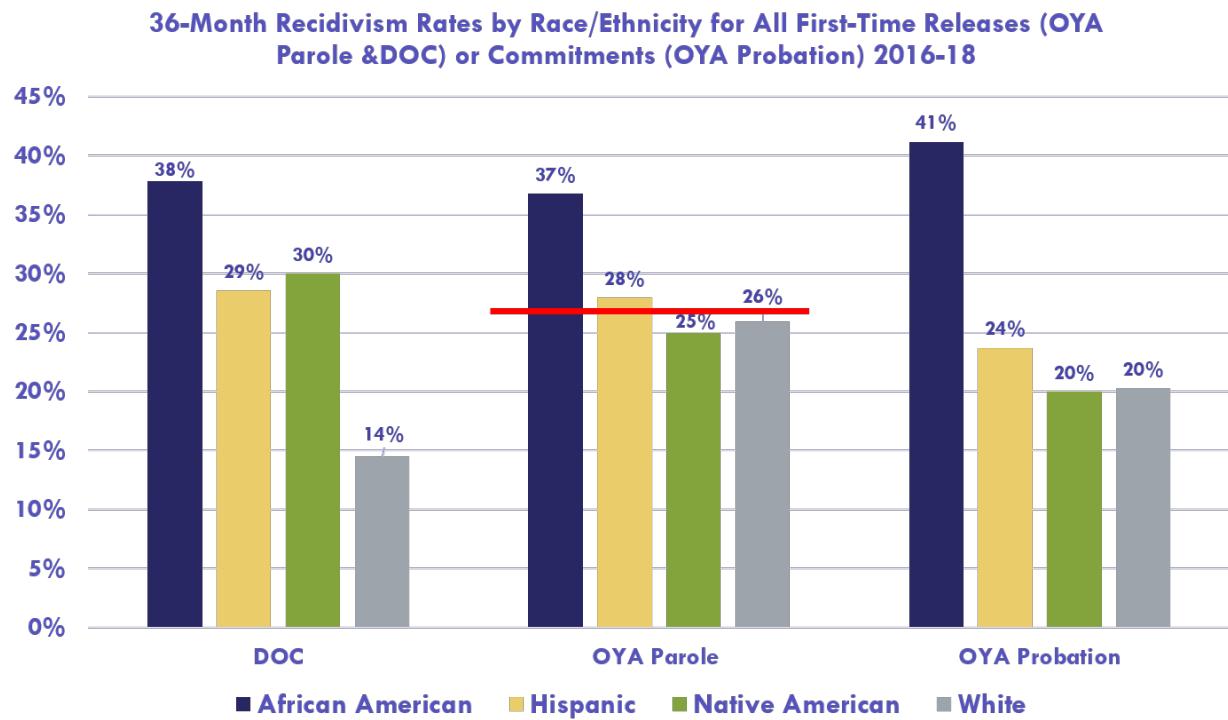
⁶ Source: [Racial and Ethnic Disparities \(RRI\) Reports](#). Oregon Youth Authority

⁷ Source: OJJDP Statistical Briefing Book Online. Available:

<https://www.ojjdp.gov/ojstatbb/corrections/qa08612.asp?qaDate=2019>. Released on May 21, 2021.

⁸ Source: [Recidivism Outcomes Report \(FY2001-2019 Cohorts\), December 2020](#). Oregon Youth Authority, Research and Evaluation Team.

African American and Hispanic youth released from close custody have recidivism rates that are consistently higher (37% and 28% felony recidivism, respectively) than those of their white counterparts (26% felony recidivism). Additionally, African American youth committed to OYA probation are almost twice as likely as white youth to recidivate with new a new felony offense (41% and 20% recidivism rates, respectively).⁹



This disparity indicates that OYA must improve efforts to adequately address the needs of youth of color and the challenges they may face as they navigate Oregon's juvenile justice system.

In an effort to better understand the challenges our youth of color face within the juvenile system, OYA has conducted numerous listening sessions with the youth in our care as well as JPPOs. A critical takeaway from these conversations was that youth of color do not feel comfortable with or connected to existing community residential programs and service providers. Youth indicated that this was because there are few people who look like them or share their lived experiences working in these programs. Being connected to a positive adult is a key indicator of future success.

⁹Source: [Recidivism Outcomes: FY2001-FY2020 Cohorts](#). Oregon Youth Authority, January 2022

OYA is moving quickly to develop partnerships with more community providers of color and programs focused on specific youth populations. This is not a new goal, but OYA has sharpened its focus on increasing the diversity of available community program placements.

In 2017, Janus Youth Program proposed a residential program to specifically serve LGBTQ+ youth. Janus identified the need for the program and worked with OYA to create the Rivera House, a BRS residential program serving LGBTQ+ youth. OYA learned the value of community partners from marginalized communities guiding the process and providing the insight from their lived experiences. The successful development of the Rivera House has provided a roadmap for other programs.

Another example is when a successful community program worked to add a residential program for young men of color paroling from a youth correctional facility. The program had a strong track record of working with at-risk youth of color and adding a 4-bed residential program seemed like a mutually beneficial next step. The plan included paid reach-in services for staff to connect with youth prior to parole and assist with their transition to the program.

Unfortunately, the program could not run successfully and closed. The pilot was for a BRS Enhanced Structure Independent Living residential program, which required the program to become a licensed child caring agency. As a 4-bed fee-for-service program, there was a small operating margin. To be financially sustainable, the program always had to be at capacity. There was not enough income generated by its 4-bed capacity to cover any loss in utilization caused by runaways, revocations, discharges, or delays in referrals. The program struggled to work through all the licensure, contracting and billing requirements - OYA learned that it needs to provide more support to build programs. The ability for OYA to grant funding for startup costs that cannot be covered by the fee-for-service model would aid these efforts.

These lessons are considered in OYA's recent efforts to bring on new providers from marginalized communities with a focus on programs for youth of color. OYA now involves its business services staff earlier in the process to help assess the financial support necessary and available to new providers. OYA provides more support to assess which services are needed, what population(s) of youth will be served, and to estimate the utilization rate necessary to have a sustainable program.

Owl's Nest Youth Services is the most recent program to contract with OYA that is specifically designed to serve youth of color. This is a 4-bed non-BRS transitional housing program in Portland for young adult men of color developed and operated by a

woman of color with deep experience in social work, the criminal justice system, and education.¹⁰

OYA is also working with Youth Unlimited to develop a Proctor Care program for young men of color. Youth Unlimited is a BRS provider developed and operated by a woman of color. It currently contracts with ODHS Child Welfare. They are also planning to provide mentoring and reach-in services. These additional services, coupled with its existing contract with ODHS, will provide some diversity in its income stream and some financial stability.

OYA is also exploring partnerships with other community providers of color to build Independent Living Programs focused on providing ethnically, racially, and culturally specific services for young men and women of color.

OYA's efforts to improve outcomes for youth of color and other marginalized youth also go beyond developing new residential programs. Youth are more successful when they can build and sustain positive relationships with adults. Ongoing research is showing that marginalized youth are more likely to positively engage with adults who look like them and share lived experiences.

Based on this research and feedback from youth, OYA is:

- Piloting Community Integration Services contracts with community mentors of color to support youth placed in the community. These contracts began in the summer of 2021. OYA currently has three CIS mentors, serving 24 youth and families.
- Looking to contract with experts on Credible Messengers to build Credible Messenger training and services. Credible Messengers builds on the idea that it's not necessarily about the message but by whom and how the message is delivered. Credible Messengers are professionals with relevant lived experiences (which may include involvement with the criminal justice system) with whom the youth are better able to connect. OYA is developing an RFP with the goal to bring this contract on in 2022.
- Convening a workgroup of leaders within communities of color, the Equity Think Tank, to identify and develop community programs and services that meet the needs of youth from marginalized groups. It will also examine and address the barriers that people from marginalized communities face when contracting with OYA and other state agencies. The group will include youth

¹⁰ Read more about Owl's Nest - https://insideoya.com/2021/11/29/owl-s-nest-a-safe-space-for-youth-of-color-to-grow/?utm_medium=email&utm_source=govdelivery

of color who were formerly within OYA custody and community partners from marginalized communities to work with OYA's executive leadership and staff. The first meeting is January 26, 2022. The Equity Think Tank will meet monthly through the biennium.

- Expanding the OIIR team and services to include stronger partnerships with Community Services to support increased success for youth from marginalized communities placed in community residential placements.
- Expanding the Diversity, Equity, and Inclusion focused team to add a DEI Community Engagement Specialist and a DEI Coordinator to continue OYA's internal and external focus on centering race in all of its work.
- OYA's Family Engagement Manager has been working to develop and strengthen relationships with families from marginalized communities. This position focuses on meeting parents in person, supporting them through their youth's OYA commitment, and informing families on how to get involved and engaged throughout the process. The family engagement support team visits family homes (pandemic dependent) and makes telephone calls and video chats to provide family engagement opportunities. Family engagement efforts also include family orientations, family support groups, and the Family Advisory Council.

Resource needs:

As OYA continues to implement a developmental, trauma-informed, and more equitable and inclusive approach to working with adjudicated youth, future changes in budgetary allocation may be needed. OYA will report back to the legislature on its efforts and needs, prior to the 2023 session.

Areas of needed support:

1. The statutory authority, as ODHS has, to issue grants to support the residential system. OYA received permission and is working to put this language into a bill for the February 2022 session.
2. Continuation of crisis funding to address COVID-19 and staffing issues during the pandemic. OYA, ODHS and OHA have sent a request to the Legislature for funding during the 2022 shosrt session.
3. Ensuring appropriate funding and regulation for non-BRS services and programs serving older youth and youth presenting with complex issues.
4. Ensuring appropriate funding and staff support for the development and implementation of Credible Messenger training and services coupled with the expansion of the Community Integration Services pilot.

Thank you for the opportunity to share information about the work OYA is doing to improve the outcomes for youth in our custody and especially for youth of color and youth from marginalized communities.

Additional Questions

Amber Forster, Chief Financial Officer

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971-304-5770