

Budget Narrative

Oregon Youth Authority

AGENCY SUMMARY

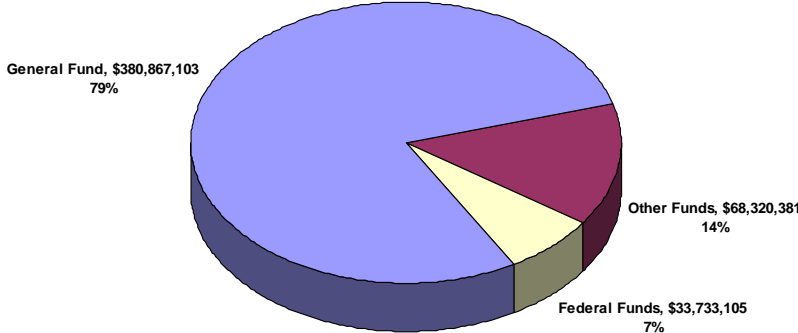
The OYA serves offenders age 12-25 who have committed crimes prior to their 18th birthday. The agency:

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

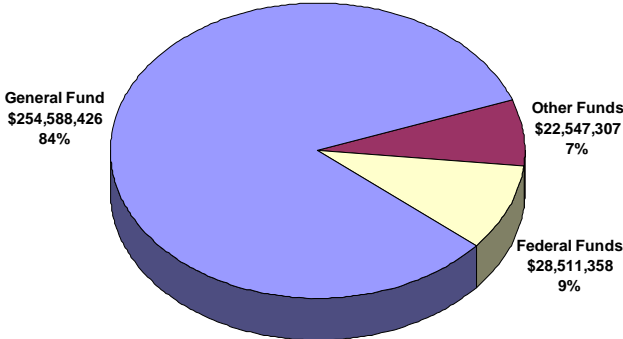
Budget Summary

All Funds Comparison – OYA 2009-11 Agency Request Budget vs. 2007-09 Legislatively Approved Budget

2009-11 Agency Request Budget
Total \$482,920,589

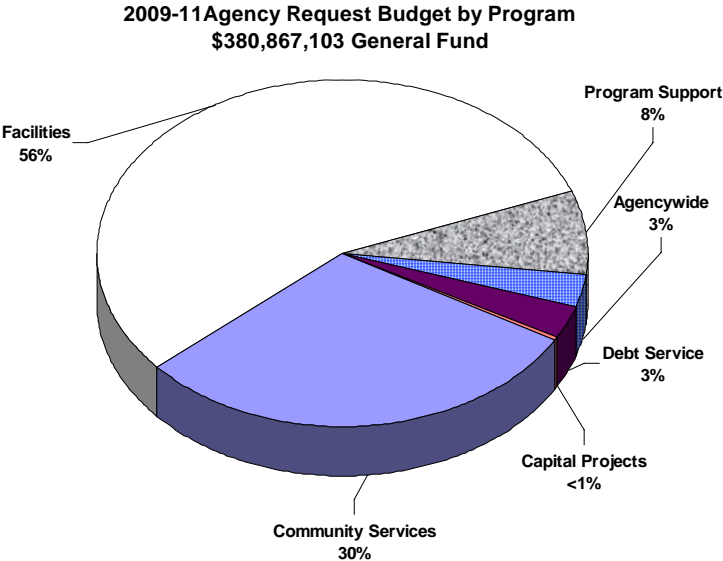
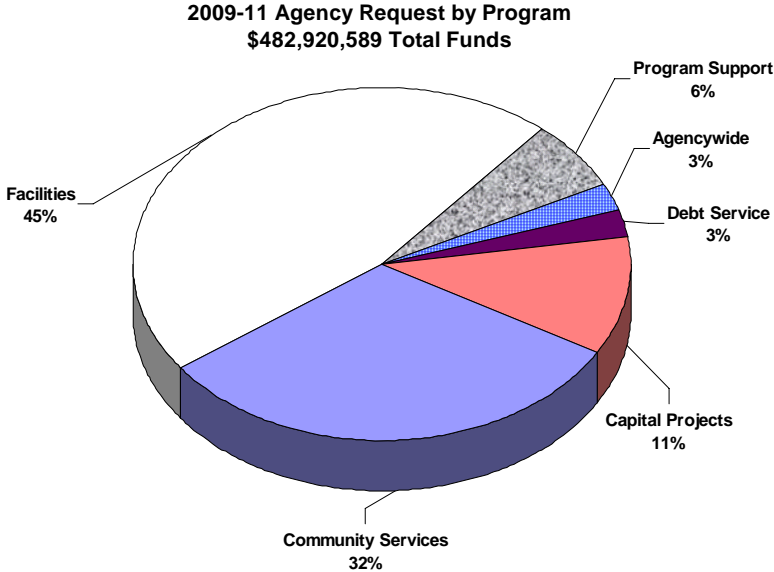


2007-09 Legislatively Approved Budget
Total \$305,647,091



Budget Narrative

OYA 2009-11 Agency Request Budget Total Funds and General Fund



Budget Narrative

Statutory Authority

- The Oregon Youth Authority (OYA) was established as an independent agency in 1996. Statutory authority for OYA services is found in Oregon Revised Statutes Chapters 419 and 420.

Mission Statement

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

To achieve this, we:

- Emphasize safety of the public, youth, and staff;
- Provide certain, consistent sanctions for youth offenders through a continuum of services and sanctions;
- Support the concerns of crime victims;
- Provide comprehensive youth reformation programs;
- Promote and support juvenile crime prevention activities;
- Encourage involvement and responsibility of families, communities, and juvenile justice partners; and
- Select, train, support, and empower a competent and diverse workforce.

The Oregon Youth Authority values:

- Excellence in public service;
- Partnerships with local communities and other agencies;
- Openness and accountability to the public; and
- Providing services in a fair, respectful, and humane manner.

Budget Narrative

Agency goals:

- Reduce juvenile crime by providing an appropriate continuum of services based upon risk/needs, supporting juvenile crime prevention efforts, and continuously seeking program and service improvements, using research and quality assurance as guides.
- Ensure accountability of the juvenile justice system by creating an open agency that uses data and research to guide practices, uses performance measures, and evaluates its programs and practices for efficiency and effectiveness.
- Improve the safety of youth, staff, and the public.
- Continue to develop and maintain the Juvenile Justice Information System (JJIS) to provide shared case management services and information for evaluation.
- Develop and retain a skilled, culturally competent workforce that provides effective services to reduce juvenile crime.
- Promote trust and collaboration within the agency and the juvenile justice system.
- Continue to explore ways to reduce the impact of budget cost drivers, including the costs of health care, mental health, substance abuse, and other specialized treatment needs of youth offenders.
- Ensure the agency has sufficient resources to maintain, repair, and replace capital infrastructure.
- Fully implement actions identified through management review of controls.

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2009-15 Six-Year Plan

- Reduce recidivism by expanding implementation of evidence-based practices at the state and local level, and by utilizing evaluation and quality assurance/improvement practices.
- Continue developing an effective continuum of services and sanctions by coordinating with juvenile justice system partners at the state and local levels.
- Continue providing consistency and accountability of services by using the Juvenile Justice Information System (JJIS) to maintain data used to measure outcomes and make decisions.
- Further develop culturally competent staff and services.
- Ensure youth offenders are held accountable and provided with reformation opportunities in safe environments.
- Emphasize development of consistent leadership and assure stable transitions by providing career opportunities for staff.
- Continue to develop, finalize, and implement a work plan in conjunction with Department of Corrections (DOC) to improve transition of youth offenders from OYA custody to DOC custody or to post-prison supervision.
- Continue to develop, finalize and implement a work plan in collaboration with Department of Human Services to identify areas of common interaction, decide where efficiencies can be obtained by conforming policies and/or practices, and identify/document where agencies need different approaches due to different missions.
- Work with Department of Education to identify, finalize, and implement program needs, costs, and funding for youth corrections educational/vocational programs.

These strategies are critical for the agency and the juvenile justice system to meet the Governor's public safety principle of keeping Oregonians safe in their homes, communities, and institutions, and to meet Oregon Benchmarks of reducing juvenile arrests and juvenile recidivism. Implementing these strategies require effective collaboration with county juvenile departments, judges, district attorneys, law enforcement, schools, service providers, agency staff, Native American tribes, minority communities, advocacy groups, and other state agencies serving at-risk youth or youth offenders.

2009-11 Two Year Agency Plan

The sections on the following pages outline the Oregon Youth Authority's 2009-11 Two Year Plan.

Agency Programs

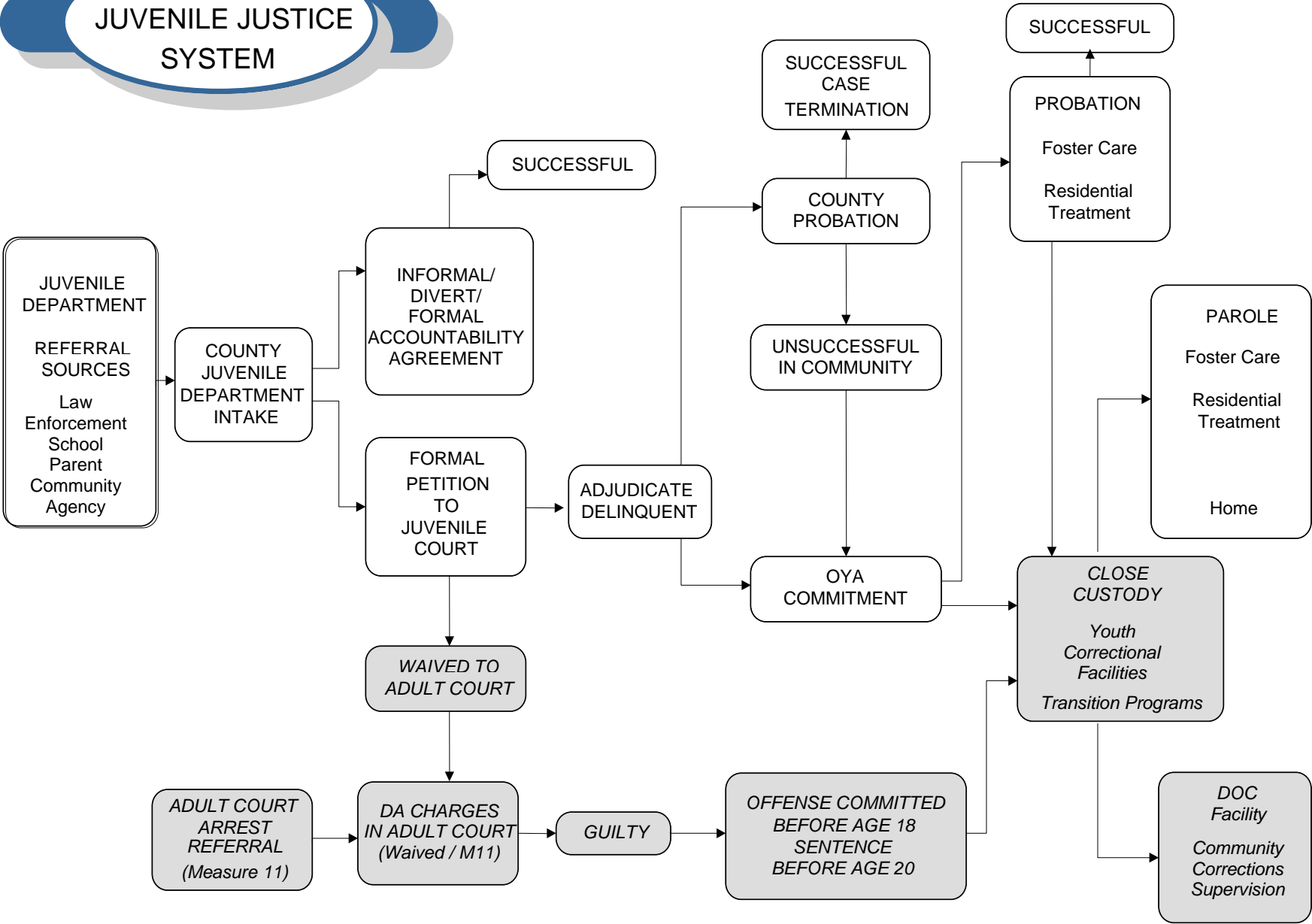
The Agency Programs section provides an overview of OYA services and programs as well as information regarding juvenile crime in Oregon.

Environmental Factors

The Environmental Factors section provides detailed information profiling the youth offenders in OYA custody as well as populations with special needs.

Budget Narrative

OREGON'S JUVENILE JUSTICE SYSTEM



Budget Narrative

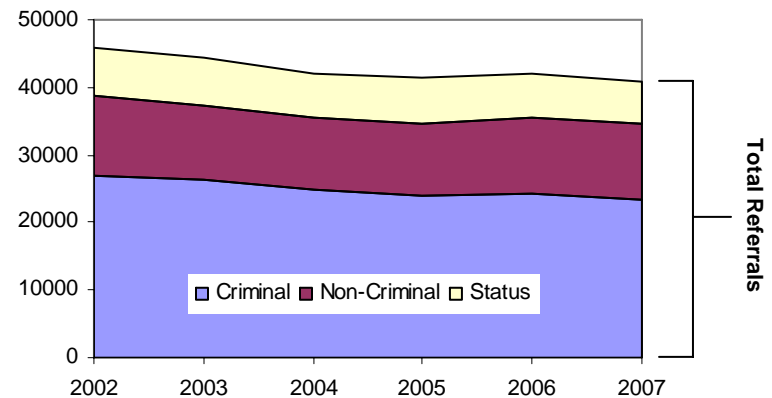
Oregon Juvenile Referrals 2002 through 2007 Categorized By Oregon Revised Statute*

Criminal and Non-Criminal Referrals from Oregon's Juvenile Justice Information System (JJIS)

	2002	2003	2004	2005	2006	2007
Criminal						
Person Crimes						
Assault	3758	3651	3541	3435	3450	3202
Homicide Related	28	32	31	44	19	39
Sex Offense	901	800	829	781	685	686
Person Other	155	131	143	145	146	107
Total Person	4842	4614	4544	4405	4300	4034
Property Crimes						
Arson	350	399	332	314	366	303
Burglary	3617	1676	1491	1279	1265	1373
Criminal Mischief	**	3058	2456	2506	2972	2770
Criminal Trespass	**	1901	1554	1553	1687	1516
Robbery	259	232	258	198	229	247
Theft	8044	7720	7220	6883	6647	6627
Property Other	3118	138	116	98	137	110
Total Property	15388	15124	13427	12831	13303	12946
Public Order						
Disorderly Conduct	**	1192	1202	1169	1425	1258
Harassment	**	1455	1531	1353	1354	1307
Weapons	453	438	522	537	549	513
Public Order Other	2891	186	85	163	170	207
Total Public Order	3344	3271	3340	3222	3498	3285
Substance Alcohol	1711	1540	1787	1842	1638	1667
Criminal Other	1779	1703	1625	1545	1459	1449
Total Criminal	27064	26252	24723	23845	24198	23381

	2002	2003	2004	2005	2006	2007
Non-Criminal						
Substance/Alcohol	**	0	0	17	17	11
Alcohol/MIP	5167	4743	4990	5037	5531	5845
Curfew	**	2350	2174	2061	2083	1944
Less Than Ounce	1399	1209	1213	1246	1249	1259
Motor Vehicle	496	506	500	474	498	441
Tobacco	2116	1944	1855	1913	1708	1497
Harassment	**	1	1	1	3	3
Non-Criminal Other	2651	167	134	131	141	131
Total Non-Criminal	11829	10920	10867	10880	11230	11131
Dependency Status						
Runaway	6536	6817	6026	6329	6149	6243
Dependency Status Other	491	500	395	369	366	206
Total Dependency Status	7027	7317	6421	6698	6515	6449
Grand Total Referrals	45920	44489	42011	41423	41943	40961

Trends in Referrals 2002-2007



* Referrals are reported based on the most serious allegation on the referral, as categorized by ORS chapter and subchapter.

** Referrals in these categories were included in the "Other" category in that year.

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Summary of OYA Programs

The statutory charter for the Oregon Youth Authority prescribes a responsibility to protect the public, hold youth offenders accountable, and provide youth with opportunities for reformation. These youth offenders are placed in OYA custody by court order and the agency is statutorily mandated to provide them with appropriate services.

Facility Services

The OYA's close custody system is comprised of facilities located across the state. Eleven facilities provide public safety, accountability, and evidence-based reformation opportunities to offenders who represent an unacceptable risk to the public without this structure and service. Secure youth correctional facilities provide high security, intensive accountability and treatment designed to meet the individual needs of youth, while protecting the public. Transition work/study camps provide a bridge between the secure facilities and community placement to continue reformation, education and the opportunity to refine and practice skills needed to successfully transition to community settings.

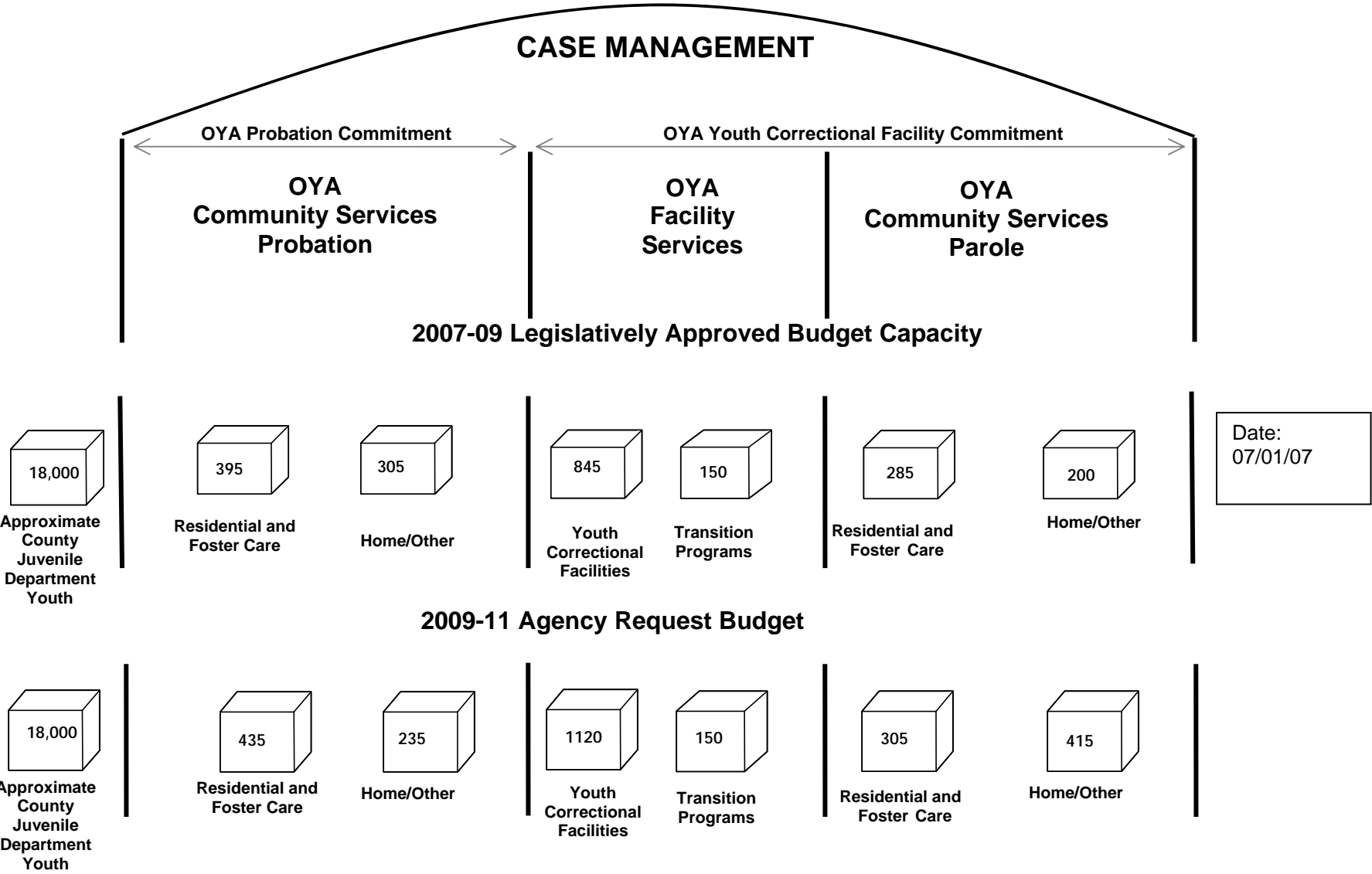
Community Services

OYA Community Services provide a consistent approach in the delivery of services across the juvenile justice continuum for youth offenders and youth at high risk of offending. Evidence-informed case management and services are designed to provide youth offenders with opportunities for reformation and support positive adjustment, with the goal of protecting the public by reducing the risk of future criminal activity.

- Parole and probation services provide supervision through the development and implementation of individual youth offender case plans.
- Residential and foster care services provide assessment and correctional treatment services that facilitate the return of youth to a constructive community and family life.
- Individualized services provide behavioral treatment and support services in response to the unique circumstances of a youth offender, as defined in his/her case plan.
- OYA provides funds to juvenile departments to purchase services designed to prevent youth from re-offending and further penetrating the juvenile justice system.

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Youth Served in Oregon's Juvenile Justice System



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OYA Recidivism – KPM 12 and KPM 13: Measures youth on parole or probation adjudicated or convicted of a felony at three time increments.

KPM 12: PAROLE RECIDIVISM – Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated or convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s)
(at 12, 24, 36 months).

KPM: 13 PROBATION RECIDIVISM – Percent of youth committed to OYA for probation during a fiscal year who were adjudicated or convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s)
(at 12, 24, 36 months).

OYA Recidivism Measure:

- OYA’s recidivism measure is comparable to the measure used by the Department of Corrections.
- OYA uses data from the Juvenile Justice Information System and the Department of Corrections computer information system as its data source.
- OYA considers juvenile felony adjudication or an adult felony conviction as the indicator of “recidivism.”
- OYA tracks youth for periods of 12, 24, and 36 months.
- OYA tracks probation and parole youth separately.

Importance to OYA:

- “No New Crime” is always the goal.

Monitoring and analyzing recidivism information:

- Identifies the characteristics of youth who re-offend.
- Assists in predicting which youth are at the highest risk to recidivate.
- Guides the development of effective reformation approaches.
- Provides information regarding most effective programs.

Quality Improvements:

- Implemented the Risk/Needs Assessment.
- Restructured the intake and treatment units in facilities.
- Automated JJIS case plans.
- Trained facility and field staff in cognitive behavioral interventions.
- Identified and implemented evidence-based correctional treatment curricula and interventions targeting youth risk factors.
- Implemented clinical supervision and monitoring.

2009-11 Proposed Changes: None

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KPM 12 & KPM 13 Data

Youth Offender Population	Fiscal Year	Total Youth	Combined OYA(JJIS) & DOC(CIS) Adjudication or Conviction w/in Specified Months After the Event		
			Percent of Youth by Months		
			12 months	24 months	36 months
PAROLE – KPM 12: Youth paroled from an OYA youth correctional facility during a fiscal year (tracked from the first parole date during a commitment).	FY 01	412	13.3	25.5	35.7
	FY 02	388	10.3	25.0	35.8
	FY 03	497	10.3	23.7	34.2
	FY 04	280	10.4	24.3	37.1
	FY 05	313	8.9	21.2	33.8
	FY 06	325	7.1	18.8	----
	FY 07	381	8.7	----	----
Target			8.5	24.0	34.0
PROBATION – KPM 13: Youth committed to OYA for probation during a fiscal year (tracked from their first probation commitment date during a fiscal year).	FY 01	677	14.2	22.9	31.0
	FY 02	633	11.5	19.4	27.8
	FY 03	471	9.1	18.7	24.6
	FY 04	455	9.0	17.6	27.4
	FY 05	447	9.6	15.9	22.9
	FY 06	420	9.9	15.7	----
	FY 07	398	10.6	----	----
Target			9.0	17.0	24.0
DOC: DOC youth released from an OYA youth correctional facility to post prison supervision.	FY 01 to FY 03 pooled	178	4.5	12.4	16.3

Target: OYA projects to reduce recidivism on the same trend line as the past several years.

How Oregon Compares:

- Probation – Nationally (based on those that reported) the average recidivism rate for probation is 15% at 12 months, using re-adjudication while under supervision as the indicator of recidivism.
- Parole – Nationally (based on eight states) the average recidivism rate for youth leaving incarceration (parole) is 33% at 12 months, using a criminal or delinquency re-adjudication or reconversion as the indicator of recidivism.

Even though there are eight states that use the same indicators of recidivism, the OYA is limited to only felonies in order to be consistent with DOC. This reduces the ability to compare OYA's recidivism rate.

(National Information Source: Juvenile Offenders and Victims: 2006 National Report by the Office of Juvenile Justice and Delinquency Prevention.)

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OYA Services and Interventions: Focusing on Risk and Needs

OYA services and interventions are based upon principles of effective correctional intervention. These principles include:

- Assessing youth offender risk and needs
- Developing and implementing evidence-based programs
- Conducting interventions in appropriate settings
- Providing services which take into account factors that affect how individual youth offenders respond to treatment
- Evaluating programs and controlling quality
- Targeting treatment to risk level
- Using cognitive behavioral and social learning approaches in treatment services
- Ensuring that programs are delivered as designed
- Planning for community reintegration
- Providing program support from leadership and staff
- Recognizing cultural needs of youth offenders

The Assessment of Risk/Needs

OYA has adopted the system-wide use of an instrument to assess criminogenic risk and needs – the OYA Risk/Needs Assessment (OYA/RNA). Administered to each youth offender within the first 30 days of OYA probation or close custody commitment, the OYA/RNA provides the foundation for development of the youth offender’s correctional case plan. The OYA/RNA provides important risk/needs information in the following areas, or “domains”:

1. Substance Abuse
2. Mental Health
3. Education/School
4. Use of Free Time
5. Family/Parenting
6. Interpersonal Relationships
7. Criminal/Delinquency History
8. Employment
9. Attitudes and Beliefs
10. Aggression
11. Social Skills

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Youth offenders whose OYA/RNA scores are elevated in particular domains are referred for more comprehensive evaluation. These evaluations, such as substance abuse, mental health assessments and sexual offender assessments, are provided by professionals in the community, by OYA staff and contractors in OYA facilities.

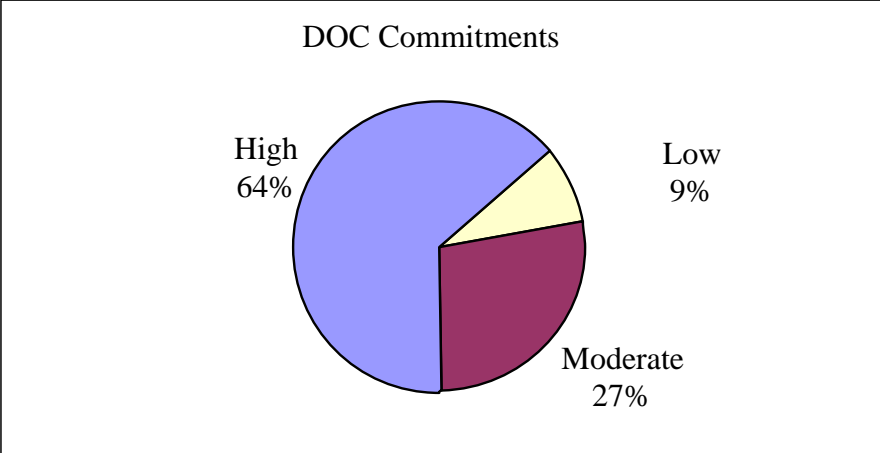
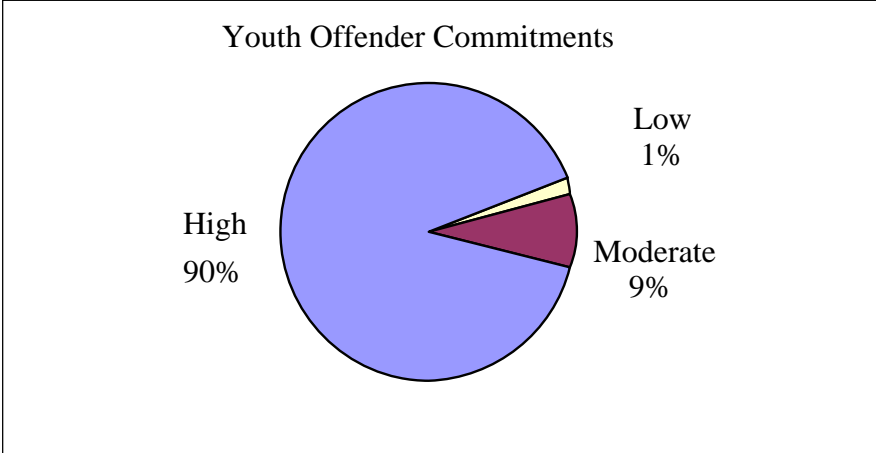
With public safety and cost effectiveness as underlying components, the information gained from the OYA/RNA and additional assessments play a pivotal role in matching youth offenders to the most appropriate OYA community and close custody treatment programs.

At intake overall risk levels of “low”, “moderate” or “high” are assigned to each youth based on factors related to criminal and social history. These variables have been correlated with recidivism through numerous national studies. Examples include age at first adjudication, number of felony adjudications, history of alcohol and drug use, school enrollment, etc. Because risk levels are based on criminal and social history, they typically do not change much through a youth's course of interventions and treatment.

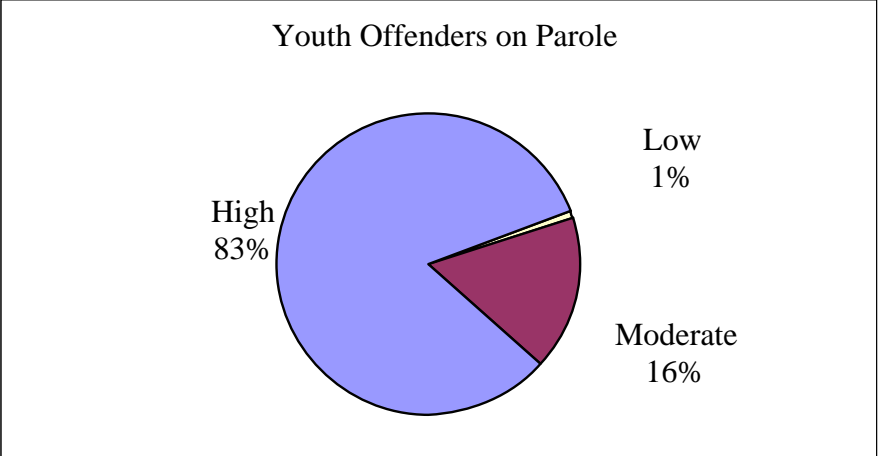
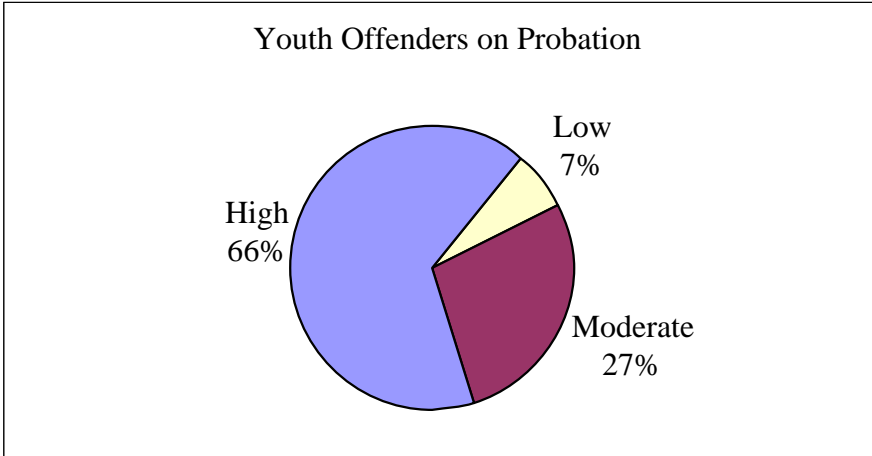
Multidisciplinary treatment teams continually assess each youth's current attitudes and behaviors to determine appropriate levels of care and placement to assure public safety. Current behaviors such as use of drugs and alcohol, attitudes and beliefs, family functioning, pro-social skills, school or work engagement and progress in treatment are addressed.

Budget Narrative

Risk Level of Youth Offenders in OYA Close Custody Facilities



Risk Level of Youth Offenders in the Community

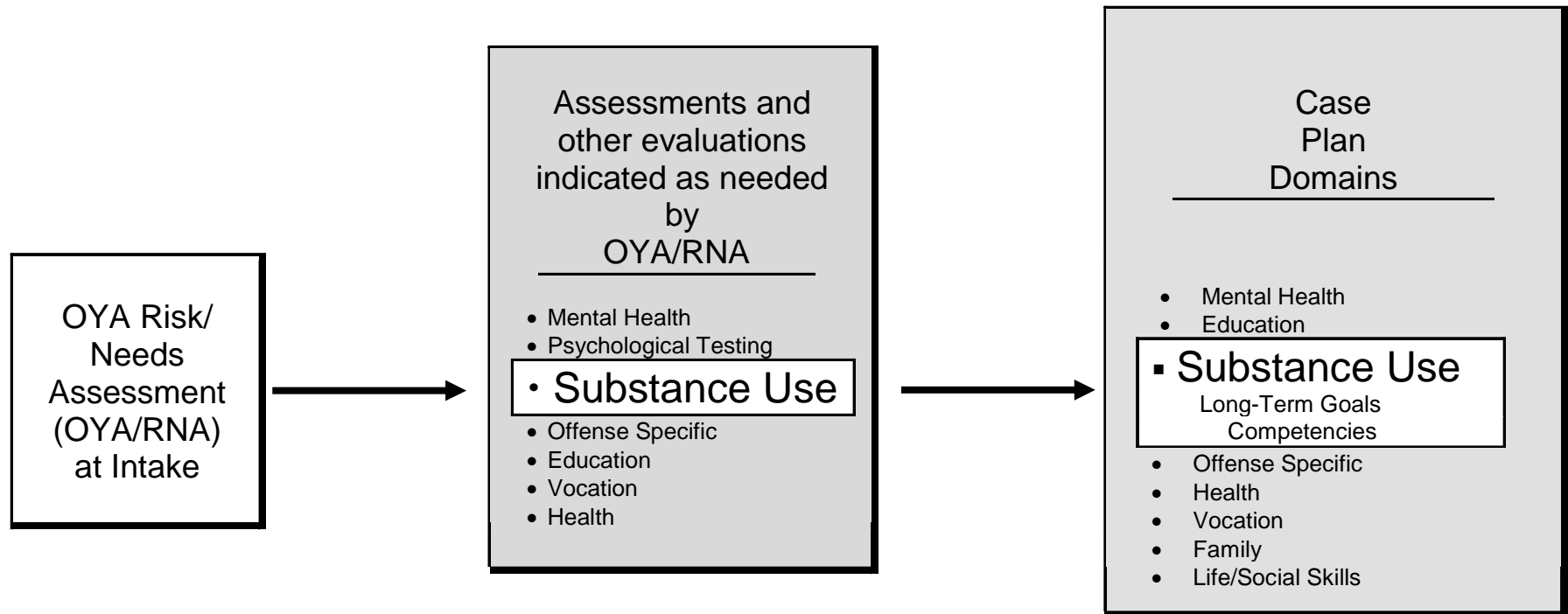


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Case Planning: The Roadmap to Reformation

With the OYA/RNA and with the state-of-the-art Juvenile Justice Information System (JJIS), agency parole and probation officers and facility staff have the tools to effectively plan and prioritize rehabilitation services. Using the principles of effective correctional intervention, OYA has implemented an automated case planning system focusing on risk and needs.

The automated case planning system incorporates the areas (or “domains”) used by the OYA/RNA and provides both youth offender and staff with a clear roadmap of treatment targets. Treatments focus on thinking, beliefs, behaviors and skills youth offenders need to develop to become a productive, non-criminal member of society. Within each domain, the system identifies long term goals and skills (competencies) youth offenders need to work on, as well as evidence-based interventions designed to help youth offenders learn and practice the identified skills. The following is a visual representation of the OYA/RNA screening a potential substance use problem, which is confirmed through an assessment. Based upon the assessment, the substance abuse domain is opened with identified long term goals and competencies.



Budget Narrative

Research-Based Services and Interventions: Keys to Success

Risk/needs assessment and case planning based on principles of effective correctional intervention are essential in youth offender reformation. Just as essential is the provision of services and interventions shown by research to be effective at reducing recidivism. In 2005, the agency established a Statewide Curriculum Review Committee to research and recommend curricula and services in all areas of correctional intervention. The agency has implemented core and advanced evidence-based curricula in the following areas:

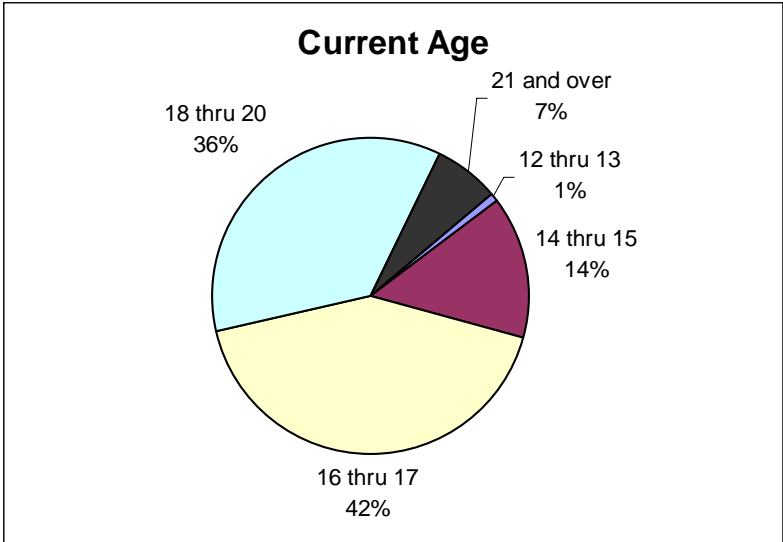
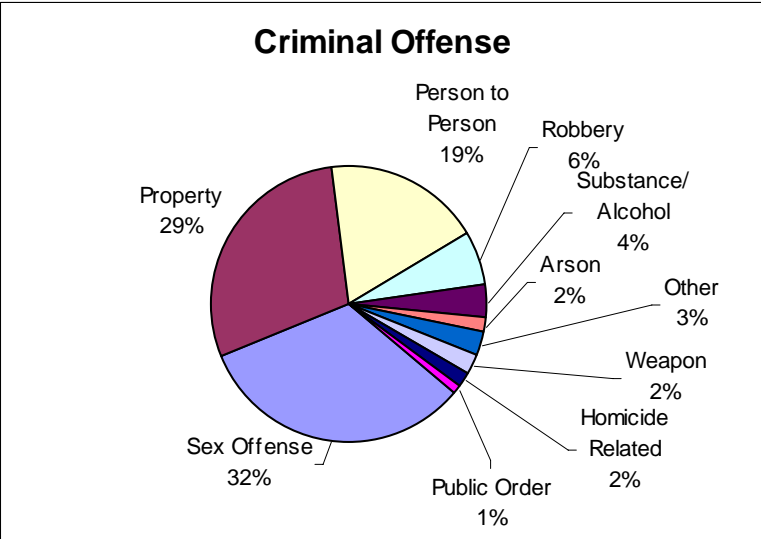
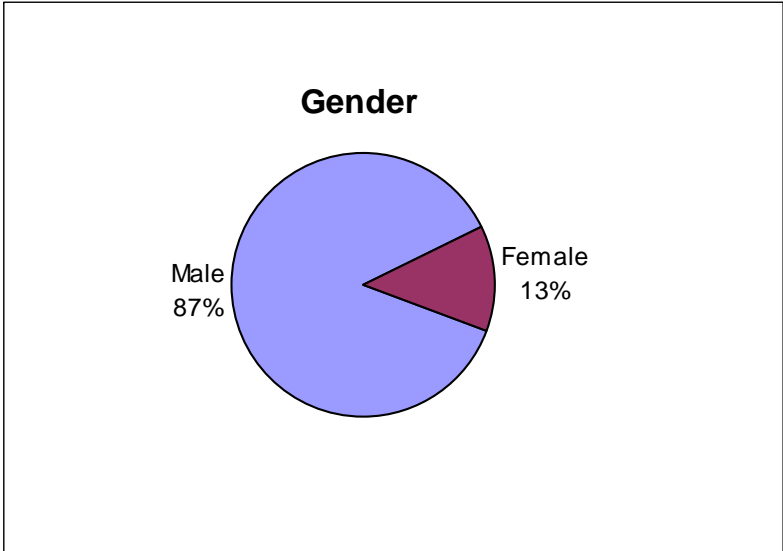
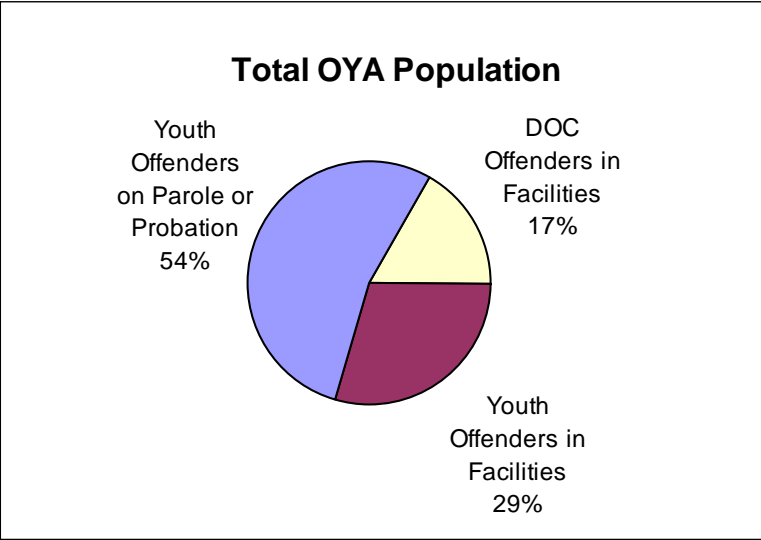
- Cognitive-behavioral restructuring
- Gang intervention
- Substance abuse treatment
- Aggression Replacement Training (ART)
- Mental health treatment
- Offense-specific treatment
- Functional Family Therapy (FFT) in the community
- Multidimensional Treatment Foster Care (MTFC)

The agency is currently working with a national expert to develop an evidence-informed treatment curriculum for juvenile sex offenders. Piloting of the curriculum began in summer 2008.

All curricula and interventions are incorporated in the JJIS automated case planning system to assist and guide staff in selecting the most appropriate services based upon risk and needs identified by the OYA/RNA and other assessments.

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OYA Youth Offender Demographics as of July 2008 (total population 1,985)



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OYA Youth Offender Profile: Criminal Activity

Males

36% Sex Offense
2% Homicide Related
17% Person
6% Robbery
28% Property
2% Arson
2% Substance/Alcohol
3% Weapon
1% Public Order
3% Other Criminal

87% have committed at least 1 serious crime (felony or homicide-related)
7% have had a prior weapon referral

Females

7% Sex Offense
2% Homicide Related
28% Person
4% Robbery
35% Property
1% Arson
14% Substance/Alcohol
1% Weapon
1% Public Order
7% Other Criminal

77% have committed at least 1 serious crime (felony or homicide-related)
2% have had a prior weapon referral

OYA Youth Offender Profile: Social Characteristics

Males

69% Use Alcohol or Drugs
65% Diagnosed Mental Health Disorders¹
53% Diagnosed Conduct Disorder
7% Past Suicidal Behavior
17% Sexually Abused
31% Special Education
64% Parents Use Alcohol or Drugs
8% Youth is a parent

Females

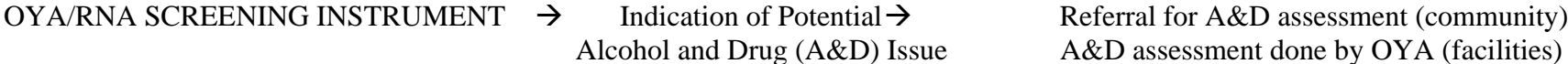
83% Use Alcohol or Drugs
80% Diagnosed Mental Health Disorders¹
40% Diagnosed Conduct Disorder
19% Past Suicidal Behavior
45% Sexually Abused
33% Special Education
73% Parents Use Alcohol or Drugs
11% Youth is a parent

Data Source: JJIS & Mental Health Gap, 2008
¹excluding Conduct Disorder

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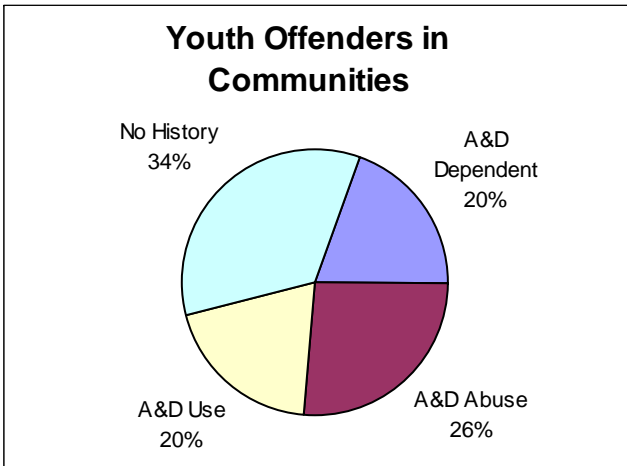
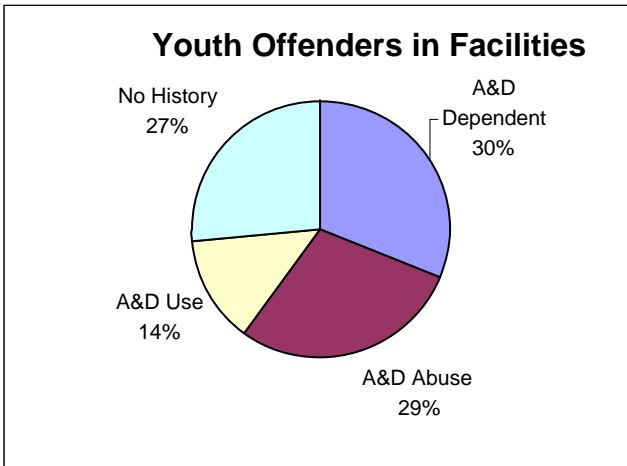
Youth Offenders with Substance Abuse Issues

National research has shown that untreated substance abuse is a primary predictor of offender recidivism. OYA research found that male youth with substance abuse problems are more than twice as likely to recidivate as those without substance abuse issues. The OYA has developed a treatment protocol to address the serious issue of substance abuse of youth offenders. The protocol utilizes two steps to identify and assess potential substance abuse issues in youth committed to the agency:



The OYA/RNA and OYA studies confirm that the majority of youth committed to OYA have significant alcohol and/or drug issues. Almost 60% of youth offenders in close custody facilities have been assessed as substance-abusive or dependent. A high percentage of youth offenders in the community - 51% - also have very serious substance abuse issues.

Level of Substance Use of Youth Offenders Under OYA Supervision



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The agency has adopted an evidence-based core curriculum in facilities for all youth offenders assessed as needing alcohol and drug treatment. Intensive training of OYA treatment facilitators who deliver the curriculum is provided annually by trainers certified by the Substance Abuse and Mental Health Services Administration.

Youth offenders in facilities assessed with more serious substance abuse issues, and therefore greater risk and needs, receive more intensive alcohol and drug treatment with greater frequency and longer duration in addition to the core curriculum. Female offenders receive a gender-specific, trauma-informed drug and alcohol intervention. In order to ensure treatment fidelity, OYA staff receives intensive training annually by the nationally known curricula developers. Agency partners at the state and local level are invited to participate in these training opportunities.

The agency purchases alcohol and drug treatment services from community providers with individualized services funds for non-Medicaid eligible youth offenders. As indicated above, the agency and the Department of Human Services (DHS) hosted a workforce development training provided by Substance Abuse and Mental Health Services Administration (SAMHSA) experts for facility and community treatment providers. The goal of the trainings was twofold:

- Ensure both facility and community providers utilize evidence-based treatment approaches.
- Ensure seamless facility-to-community transitions of youth offenders needing aftercare treatment.

In order to better address the needs of females with mental health and substance abuse issues in the community, in July 2008 the OYA awarded a contract to a community not-for-profit agency for a 15-bed co-occurring disorder residential treatment program. This additional capacity has allowed the agency to expand critical services to substance abusing delinquent females who also have mental health needs. The agency has entered into a partnership with the DHS, Addictions and Mental Health Division, to match state resources with Medicaid funding to serve these youth offenders.

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Youth Offenders with Significant Mental Health Issues

While having a mental health condition is not a direct predictor or risk factor in youth offender recidivism, mental health issues have a big impact on how youth offenders respond to correctional interventions. In addition, youth offenders with serious mental health disorders are at greater risk of self-harm or harm to others and are often very difficult to manage without intensive psychological and psychiatric intervention. Youth offenders with mental health disorders are at greater risk for suicide, both in facilities and the community – suicidal behavior is a major concern and providing youth safety is a focus of the agency.

The agency has seen increasing numbers of youth offenders with mental health disorders committed to its custody, as has the national juvenile justice system. Youth offenders in OYA custody with diagnosed bi-polar and psychotic disorders – approximately 7% in facilities – are nearly twice the national average for adolescents. More than 7% of youth offenders in communities and 11% of youth offenders in close custody facilities have histories of suicide attempts. The following tables illustrate the changing profile of youth in OYA custody, both in the community and facilities:

	2002		2004		2006		2008	
	Community	Facilities	Community	Facilities	Community	Facilities	Community	Facilities
Youth with diagnosed mental health disorders (excluding conduct disorder)	50%	62%	56%	62%	64%	69%	65%	70%
Youth with co-occurring substance abuse/mental health disorders	27%	37%	30%	34%	31%	42%	34%	44%

To meet the needs of youth offenders with mental health conditions in its custody, the agency:

- Maintains contracts with community therapists for mental health services for non-Medicaid eligible youth offenders with no other resources.
- Advocates and partners with Department of Human Services (DHS) and community mental health programs for effective community mental health services.
- Arranges for mental health services for Medicaid-eligible youth offenders in OYA community placements.
- Provides mental health services in all facilities, including services by psychology interns and residents, therapists, psychologists and psychiatrists.
- Utilizes specialized, evidence-based treatment approaches in facilities, including Dialectical Behavior Therapy (DBT).
- Has authority to transfer psychiatrically unstable adolescent offenders to the Secure Adolescent Inpatient Program (SAIP) contracted by DHS.
- Has authority to transfer psychiatrically unstable offenders over 18 years of age to the Oregon State Hospital.

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Youth Offenders Committed for Sex Offenses

Juvenile sex offenders continue to make up the largest proportion of youth offenders served by OYA, both in facilities and community out-of-home care placements. This is due in large part to:

- large numbers of youth committed for sex offenses;
- longer average lengths of stay for sex offenders than youth committed for other offenses.

During the budget reductions required of agencies during the 2003 state recession, the OYA was faced with reducing capacity in community and close custody settings, with a reduction of 29% in facility beds (from 1131 to 800 beds). Through a joint decision making process between county juvenile departments and OYA, youth offenders who had committed property and lower risk person crimes were released in greater proportions than youth offenders committed for sexual offenses. As a result, facility populations became disproportionately populated with juvenile sex offenders. In January 2004, juvenile sex offenders comprised 50% of OYA's close custody population.

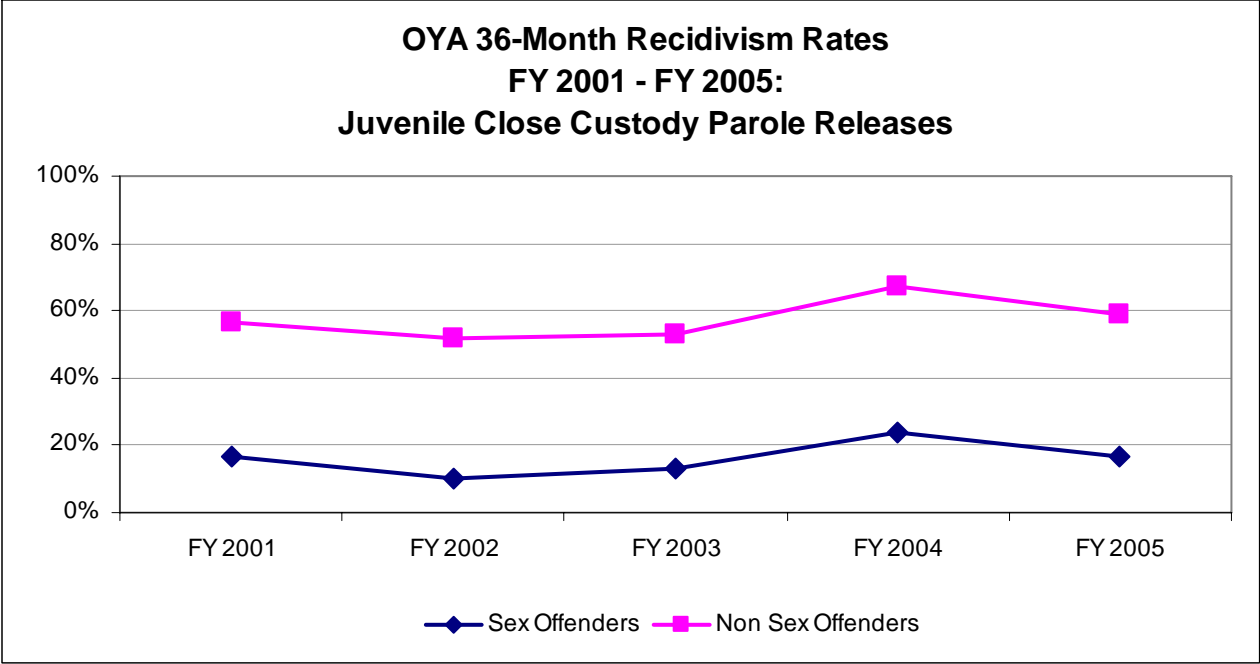
By July 2008, juvenile sex offenders in close custody comprised 37% of the close custody population. The reduction is attributable in large part to an increase in community capacity to serve juvenile sex offenders by juvenile departments and OYA that began in 2005-2007 biennium.

Youth offenders committed to OYA for sexual offenses receive a special risk assessment in addition to the OYA Risk/Needs Assessment (OYA/RNA). The assessment, entitled the Estimate of Risk of Adolescent Sex Offender Recidivism (ERASOR), is administered by OYA facility staff, OYA parole and probation staff, and OYA-contracted community providers. The ERASOR helps field and facility staff develop case plans that ensure public safety and match treatment based upon risk and needs. Training on the research-based ERASOR was provided by its developer in the autumn of 2005, with joint funding by the OYA and the United States Department of Justice's Center for Sex Offender Management.

The agency provides risk-based treatment, placement, and supervision services for youth committed to close custody for sexual offenses. In addition, the agency purchases outpatient sex offender treatment and transition services for OYA youth offenders on probation and parole from outpatient community providers.

Budget Narrative

The recidivism rate for sex offenders committed to OYA is lower than the rate for youth offenders who commit other types of crimes. The graph below illustrates the differences in recidivism rates for sex offenders and non-sex offenders over 36 months. Shorter tracking period for the 2006-07 cohorts indicate the same trend is continuing. It should be noted that the vast majority of new crimes committed by sex offenders who recidivate are non-sex related crimes.



The agency is currently contracting with a team led by a nationally recognized consultant to develop an evidence-informed, module-based sex offender treatment curriculum for youth offenders in OYA close custody facilities. The first module began a piloting phase in two OYA facilities beginning in the late summer 2008.

Budget Narrative

Female Youth Offenders

Female youth offenders represent approximately 13% of the total number of youth offenders served by OYA and 8% of the agency's close custody population. The agency serves females at two of its close custody facilities: the Oak Creek Youth Correctional Facility in Albany and the Young Women's Transition Program in Corvallis.

Female youth offenders present a unique challenge to the juvenile justice system. The prevalence of mental illness and addiction in young women involved in Oregon's juvenile justice system continues to far exceed that of female adolescents and young adults, generally. Young women with severe mental health and/or addiction problems require more intensive treatment intervention and resources. Young women's complex problems and needs, often the result of trauma and abuse, require more psychiatric and psychological assessment and intervention.

The 2008 OYA Mental Health and Substance Use Gap Survey illustrate the differences between young women and young men served by OYA:

- 96% of the females in close custody facilities met the psychiatric requirements for a mental health disorder (excluding conduct disorder). This was almost 1 ½ times the rate of males.
- Young women in close custody were significantly more likely to have had multiple suicide attempts and previous psychiatric hospitalizations than young men.
- Over 82% of females in close custody had co-occurring substance abuse and mental health disorders. This was significantly higher than males.
- 72% of females under community supervision were diagnosed with a mental health disorder (excluding conduct disorder) versus 63% of males.
- 66% of the young women under community supervision had substance abuse or dependency issues as compared to 48% of males.

After months of planning and remodeling and repairs, in February 2008 the agency re-opened the Oak Creek Youth Correctional Facility as a 75-bed gender-specific program for females. The re-opening of the facility was the culmination of initiatives the agency undertook following 2006 recommendations of a Director's appointed Young Women's Workgroup. The recommendations were as follows:

- Provide a continuum of services and programs for young women that are gender-specific and evidence-based.
- Provide a full range of close custody programming in a single facility that is "single-gender" so that young women have access to the full range of programs specific to their risk/needs.
- Reinstate shelter care services for young women.
- Develop 45-90 day secure alcohol and drug treatment and mental health stabilization program, located either in an OYA close custody facility or in a secure community-based program. In July 2008 the agency awarded a contract for a 15-bed secure co-occurring disorder stabilization program for young female offenders.
- Provide adequate foster care and/or proctor and residential treatment for young women in the community.
- Work with Oregon Juvenile Department Directors' Association to address appropriate local services for young women at risk of OYA commitment.

Budget Narrative



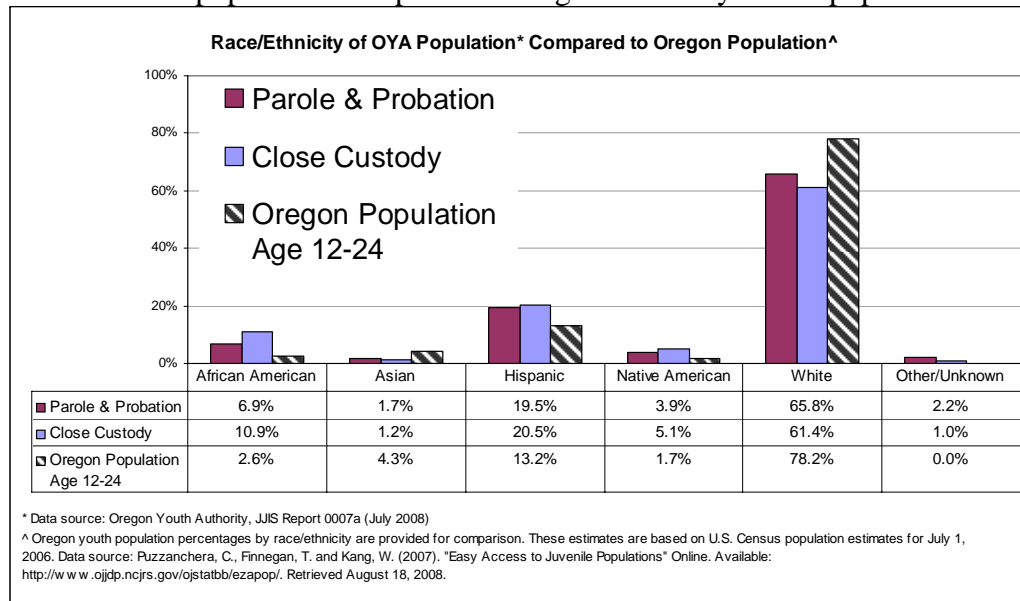
Budget Narrative

Disproportionate Minority Contact

The OYA has continued leadership and emphasis on meeting the needs of minority communities by sponsoring the Governor’s Summit on Over-Representation in the Juvenile Justice System, assuming leadership of the state Public Safety Cluster meetings with Oregon’s Native American tribes, re-vitalizing the agency minority advisory committees, and continuing to provide culturally-specific treatment services and consultation with other state agencies. OYA staff has developed partnerships and fostered collaborations with governmental and non-governmental agencies, such as Immigration, Social Security, and the Mexican Consulate Office. Oregon’s juvenile justice community continues to be recognized nationally by the Council of Juvenile Corrections Administrators, National Coalition on Juvenile Justice, Department of Justice, and the Federal Office of Juvenile Justice and Delinquency Prevention for leadership and coordination in efforts to reduce disproportionate minority contact and provide gang intervention services.

- Disproportionate contact of ethnic minority youth offenders remains a national concern and exists when the proportion of a minority population at a specific stage in the justice system exceeds its proportion in the general population.
- National research demonstrates that minority youth have been disproportionately referred to and detained in the juvenile justice system, and at most related decision points.
- Minority youth are overrepresented in OYA’s close custody population compared to Oregon’s 12-24 year old population.
- African American youth have the greatest disproportionate confinement.
- Recent statewide trends show Latino youth as Oregon’s largest 12-24 youth population.

Below is a brief overview of the OYA population compared to Oregon’s 12-24 year old population.



Budget Narrative

Gang Intervention

The issue of youth gangs is now affecting small towns and rural areas in Oregon and continues to be a major concern in urban areas. OYA provides a continuum of evidence-informed programs and services to meet the unique needs of gang affected youth:

- Gang Intervention/Youth Empowerment (Street Smarts) curriculum is provided to youth in close custody facilities.
- Training and technical assistance is provided throughout the OYA system and with community partners/stakeholders for gang intervention and treatment strategies.
- Gang intervention services and community monitoring are provided through youth transition programs.
- Volunteers and mentors assist youth in close custody.
- A tattoo removal program, which utilizes a laser machine to remove tattoos, assists youth in obtaining employment and educational opportunities, and helps to reduce further unwanted gang identification.
- Community outreach activities include assisting groups and tribal governments across the state in employing gang intervention strategies.
- OYA funds county-based gang intervention and prevention services with both on-going and one-time funding.

The OYA has leveraged resources through collaboration in the community and coordinated the contracting for county application on gang intervention funds statewide. OYA is proposing legislative concept 647, opening this award process to Oregon's federally recognized Native American Tribes.

Budget Narrative

Evidence-based Curricula

Correctional treatment curricula used in OYA close custody facilities are selected after a review by a committee of clinical and research staff. The Curriculum Review Committee (CRC) reviews literature showing evidence of intervention and cost effectiveness for the target group of youth offenders. If a treatment curriculum meets the requirements laid out by the CRC and the committee approves adoption, the curriculum is approved for piloting in an appropriate facility treatment unit or units.

The agency has adopted 'core' curricula in the following treatment areas:

- Cognitive-behavioral correctional treatment focusing on anti-social attitudes, values, and beliefs
- Substance abuse treatment
- Aggression replacement treatment
- Life and skills training
- Offense-specific treatment interventions
- Mental health treatment

In addition to core treatment curricula, the agency has adopted more intensive treatment curricula or curricula designed for transition or re-entry to meet the needs of youth offenders in the following areas:

- Substance abuse treatment
- Mental health treatment
- Gang intervention
- Offense-specific treatment
- Vocational training

Budget Narrative

Quality Assurance & Quality Improvement Refinement

OYA's Quality Improvement (QI) system's current structure and function serves to:

- Emphasize the use of data in decision making;
- Identify gaps in the system and develop strategies to enhance programming;
- Involve all levels of the organization in data review and decision making through recommendations.

The QI system is multi-level:

- The Director's Group provides leadership and direction regarding areas of agency wide focus and priority.
- A Statewide QI Committee reviews quality assurance reports and identifies gaps in the system along with recommendations for program enhancements.
- Quality Assurance (QA) specialists representing all field offices and facilities serve on local QI Committees as content experts.
- Local QI Committees focus on developing and updating local improvement plans that specifically address local issues.

Through focusing on developing and improving our process and tools, the agency's aim is to increase correctional treatment programming effectiveness, the safety of youth offenders in OYA custody, and to remedy operational issues in a timely manner.

Budget Narrative

Medical Oversight

In October 2007, the agency took a major step forward in ensuring efficiency and uniformity in medical care provided to youth offenders committed to OYA with the appointment of the agency medical director. The medical oversight functions include:

- Development of agency health care clinical policies, protocols, and procedures.
- Clinical oversight of health care practice by staff and contracted providers in the agency's eleven close custody facilities.
- Quality improvement system to achieve health care practice changes which improve offender health outcomes.
- Establishment and maintenance of an agency formulary of preferred medications and oversee utilization reviews of medications in facilities to ensure cost effectiveness.
- Clinical leadership and oversight for training programs to direct service staff in areas of medication administration, emergency care, suicide prevention, appropriate referrals to facility health care staff.
- Clinical consultation and advice to OYA field staff and managers with youth offenders placed in residential treatment and youth offender foster care.
- Quarterly review of medications of youth offenders in foster care settings.

Clinical Oversight

The agency clinical director oversees agency's behavioral health (mental health and addictions) and correctional treatment. This oversight includes the following:

- Development of facility intake and other behavioral health assessment protocols.
- Consideration and adoption of evidence-based correctional treatment and curriculum interventions for facility programs.
- Development and maintenance of agency-wide system of clinical supervision of behavioral health and correctional treatment services.
- Review critical youth offender incidents in facilities and community settings related to behavioral health issues.
- Oversight of ongoing behavioral health and correctional treatment quality improvement processes.
- Participation with agency medical director in the quarterly review of medications of youth offenders in foster care settings.

Budget Narrative

Safety of Youth Offenders and Staff

Youth Offenders' Safety

Safety of youth offenders in substitute care and close custody settings is reviewed as part of the mission to keep offenders safe while offering opportunities for reformation. The agency's focus on youth offender safety incorporates the following:

- Safety and security surveys – Every six months, foster care certifiers and community resources specialists administer written surveys to youth around safety, security, and service issues.
- Performance-based Standards (PbS) surveys – On a bi-annual basis, youth offenders in close custody settings are administered surveys as part of facility PbS reviews. Information gained from youth offenders' responses to safety questions is shared with facility management to address through facility improvement plans.
- Youth safety guides – At commitment to OYA and placement in an OYA-contracted community resource or admission to a youth correctional facility, youth offenders are presented with a Youth Safety Guide that explains in simple English what a youth should do if he or she feels unsafe.
- Access to a toll-free hotline: At initial commitment to OYA, youth are presented with a wallet-sized card that has the toll-free number to the Agency's Professional Standards Office. The card instructs youth that they can contact the office at any time to report safety issues. The Professional Standards Office follows up safety concerns the following business day when calls come in after hours.
- Review of medications: Medications prescribed to youth offenders in foster care are reviewed by the agency medical director and clinical director every quarter, after receiving medication data from foster care certifiers. Medications that are dispensed to youth offenders in all close custody settings are reviewed by the medical director monthly.

Staff Safety

Staff safety is key to the provision of effective correctional treatment interventions. The agency provides for staff safety through:

- Staff Safety Committees: An active network of local staff safety committees that address issues related to staff safety and health. A statewide committee comprised of staff representatives from both facility and field meets regularly. The agency's safety manager acts as a resource to these groups.
- PbS surveys: On a bi-annual basis staff are surveyed in the PbS review process. Information is shared with facility managers regarding staff concerns for inclusion in facility improvement plans.
- Toll-free hotline: Staff has access to the agency's toll-free hotline to the Professional Standards Office. Safety concerns expressed by staff are forwarded to appropriate management staff for follow-through at the local level and the results reported back to the Professional Standards Office.

Budget Narrative

Systems Improvement Project

In April 2007, senior management at the Oregon Youth Authority learned of possible misconduct by the superintendent and others at River Bend Youth Transitional Program. The OYA Director assembled a team of staff to conduct an administrative review of the management systems and processes at the facility. The review team report included twenty-six recommendations for improving management systems. The recommendations were broad and general in nature and had agency-wide implications. The recommendations were grouped together and twelve teams of agency employees developed very specific recommendations for agency-wide systems improvement. More than 60 employees including represented, unrepresented and management staff worked on the development of Systems Improvement Project recommendations.

The agency contracted with a consultation to develop a format, lead the process and provide an objective review of the work projects from each of the teams. Using the team recommendations, the consultant developed a final report including an implementation plan to improve agency management controls and processes.

The original 26 recommendations were clustered and assigned to 12 workgroups:

1. Supervisor and oversight
2. Leadership and management
3. Purchasing
4. Working and tracking overtime
5. Youth work crews and projects
6. Meals and snacks
7. State vehicle tracking and use
8. Travel and supervision, tracking and reimbursement
9. Cell phone use
10. Duty station at home
11. Property control
12. Security

The workgroups assembled and began work in January 2008. They completed their recommendations in May 2008 and a draft report was submitted for comment and feedback. All employees were encouraged to submit comments through their supervisors, union officials, or the consultant. As a result of the comments, several revisions were made to the draft and a final report was prepared.

From the final report, sixteen general areas for system improvements were chosen to begin implementation during the 2007-09 biennium. Following is an overview of those sixteen priority areas.

Budget Narrative

Systems Improvement Project Recommendations Overview

- 1) Worksite Visits will occur twice a year by senior management visiting all facilities and field offices.
- 2) Culture/Climate Survey will be conducted by a contracted consultant addressing employee satisfaction, staff perception of agency operations, and assessment of the worksite climate.
- 3) Review of Employee Services section to ensure employment related investigations are conducted timely, are objective and performed by persons with the necessary expertise. Procure an outside review of employee services functions to assess whether performance expectations are being met.
- 4) Comprehensive Business Services Review will be conducted at all OYA operational sites. The systems and management controls review will include employee services, financial processes, contracting and purchasing processes, information systems, and property control.
- 5) Youth Work Projects policy and procedures will be developed to provide fair and timely payment to youth, to ensure OYA employees do not benefit from youth projects, and to formalize an authorization process for all OYA youth work projects.
- 6) Work Time tracking processes developed and implemented requiring supervisors to approve and track all overtime and leave time.
- 7) State Vehicle Tracking and Use requiring state vehicle trip logs which include trip details, date and time of departure and return, beginning and ending mileage, and destination of the trip.
- 8) Cell Phone Use policy reviewed and researched to determine if state agencies can offer an alternative to state issued cell phones. Ensure consistency in cell phone plans for all OYA employees and train managers on policy and bill approval expectations.
- 9) Procurement training updated and delivered to all employees with designated purchasing authority. Review purchasing limits and develop policy for frequency of training.
- 10) Property Control system implementation to track all OYA property, system for marking items, periodic compliance review, policy development and implementation of safety and security control processes.
- 11) Additional Professional Standards Office resource to manage the growing workload. Since the Professional Standards Office was established in 2007, it has been evident that more resources are needed to investigate complaints timely and thoroughly.
- 12) Management training to develop leadership and risk management skills for all OYA managers.
- 13) “No Business Relationship with Subordinates” policy to prohibit managers from having private business relationships with subordinate staff.
- 14) Managers Deliver Expectations to Staff as measured through a performance-based data system.
- 15) Feedback Process for Manager Performance Appraisals developed to include information from subordinates, external and internal customers and peers.
- 16) Require Managers to attend training with staff to ensure when new programs and policies are implemented employees and managers are trained at the same time using the same materials.

Budget Narrative

Work in all of these areas has begun, however to ensure the System Improvement Project recommendations are implemented as a high priority, the Director selected some recommendations for immediate action.

- Work site visits have been scheduled with the first visit to Eastern Oregon Youth Correctional Facility in August 2008.
- The contractor for the Culture/Climate Survey has been selected. The first survey will be implemented in the fall of 2008 with initial results available in December. OYA has contracted for two additional surveys to be conducted annually.
- The Employee Services third-party review is in process, with a final report scheduled to be available in September 2008.
- The comprehensive business services review has been designed and the first report for North Coast Youth Correctional Facility has been completed. A schedule to complete all of the reviews within the next two years has been adopted.
- An outline for 10 month leadership training has been developed. The first phase of the training on “Ethics and Integrity” will be delivered in September 2008.
- Policies for work time tracking, state vehicle use, and cell phones have been submitted for public comment. Final policy approval is planned for September 2008.
- Property control process improvement has begun with an expected completion date of February 2009.
- OYA is working with the Department of Justice to implement policy related to business relationships with subordinates.

OYA has begun implementing all of the work group recommendations during the 2007-09 biennium. Many of the recommendations can be implemented through policy development, clarification of staff responsibilities, and prioritizing goals. However to complete and sustain the Systems Improvement Plan adopted by the agency, additional resources are needed. Policy Option Package 304 includes a request for the additional resources.

Budget Narrative

Partnerships – Era of Resource Re-allocations

Oregon's juvenile justice system consists primarily of county juvenile departments and the Oregon Youth Authority. It also relies significantly on services from law enforcement, the judicial system, for-profit and not-for-profit service providers, the education system, child welfare, mental health and alcohol and drug treatment services, community organizations, and the families of delinquent youth. These entities work interdependently to hold youth offenders accountable and provide opportunities for reformation in order to protect the public.

About 90 percent of Oregon's delinquent youth are handled by county juvenile departments, while about 2,000 of the highest-risk and most serious youth offenders are in OYA custody. Looming reductions in federal timber revenues to counties that support these services threaten public safety and will increase long-term demands on Oregon's adult criminal justice system if the juvenile justice system is not able to quickly and effectively intervene to interrupt delinquent behaviors. Juvenile justice services like other public safety functions are heavily reliant on county general funds. The Association of Oregon Counties reports that Oregon counties provide about 68 percent of juvenile services funding, while direct state support provides about 12 percent. Without the federal revenue, thousands of Oregon's youth might not be held accountable for delinquent acts and would be likely to progress with additional and more serious offenses. This, in turn, will increase demand for state-level services as local resources diminish and cause harm to the citizens of Oregon through increased victimization.

During 2008, specifically in the juvenile justice arena, OYA joined with counties in the Juvenile Services Work Group Governor's Task Force on Federal Forest Payments and County Services to address some of these problems the workgroup offered recommended actions to mitigate effects of the prospective federal fund reductions.

Following are the recommendations:

- Transfer the planning responsibility to county-based regions for some close custody (45 beds) and community placement resources (58 beds) in the OYA budget schedule to phase in during 2009.
- Support current state and county efforts to access federal Title IV-E funds for youth offenders placed in community-based out-of-home settings.
- Transfer administration of all state and federal funds for juvenile justice and juvenile crime prevention to a single state agency.
- Improve coordination among state and local juvenile justice services by aligning OYA services with juvenile department regions.

Budget Narrative

Agency Accomplishments and Initiatives

The Agency Accomplishments and Initiatives section highlights agency accomplishments during the 2007-09 biennium and identifies agency initiatives for the 2009-11 biennium.

Agency Accomplishments for 2007-09

- Conducted a program review producing the Systems Improvement Project (SIP), a process to improve management controls as they affect business practices and processes throughout the agency.
- Conducted a strategic planning process with agency staff and stakeholders to update agency vision and values.
- Implemented external recommendations to improve youth safety, including establishing a Professional Standards Office to investigate complaints, expanding pre-employment testing, improving hiring practices, revising agency policies and procedures, and enhancing training for staff, foster parents, and youth offenders and their families.
- Implemented an agency-wide system of monitoring to ensure youth safety through regular anonymous youth surveys.
- Established the position of agency medical director to assure consistent and cost-efficient health care delivery to youth offenders across all OYA facilities.
- Re-opened the 75-bed Oak Creek Youth Correctional Facility as a single-gender program serving female offenders.
- Expanded community residential treatment capacity for young women with co-occurring mental health and substance abuse issues.
- Exceeded statutory targets for implementing evidence-based services to reduce recidivism.
- Strengthened relationships with minority communities by coordinating state/tribal public safety agency group meetings, updating intergovernmental agreements with Oregon tribes, and revitalizing agency minority advisory committees.
- Provided key leadership and support in coordinating the annual Governor's Summit on the Over-representation of Minorities in the Juvenile Justice System. The 2008 Summit was co-sponsored by the National Coalition of Juvenile Justice in Wash., D.C.
- OYA joined with counties in the Juvenile Services Work Group Governor's Task Force on Federal Forest Payments to offer recommended actions to mitigate the effects of federal fund reductions.
- Implemented automated case management system and risk/needs assessment of youth offenders.
- Engaged the services of nationally recognized consultant to develop an evidence-informed treatment curriculum for juveniles who commit sexual offenses.
- Completed a 'mapping' of facility treatment units to allow for better matching of youth offenders needs and placements.
- Reduced on-the-job injuries and resulting employee time losses, including those related to youth assaults on staff.
- Executed the internal agency strategic plan to improve communication, focus on effective services, emphasize data-driven performance management, and continue to emphasize an agency culture built on respect, honesty and integrity.
- Implemented the agency's first Community Population Demand Forecast outlining the demand for community placements.
- Implemented statewide the use of standardized instruments for mental health screening and sex offender risk assessment.

Budget Narrative

Agency Initiatives for 2009-11

- Exceed the statutory requirement for the 2009-11 biennium that 75% of programs intended to reduce recidivism be evidence-based by fully implementing a core cognitive curriculum in close custody facilities.
- Implement all of the System Improvement work group recommendations improving management controls and processes.
- Establish processes for centralized assessment/evaluation of youth offenders and coordinated referrals to treatment programs.
- Refine agency and agency-contracted programs to match the current criminogenic risk/needs of youth offenders.
- Invest resources to rebuild an effective continuum of services to prevent juvenile crime and further penetration into the juvenile and adult justice systems.
- Focus efforts to ensure agency and local juvenile justice partner compliance with proposed federal Medicaid rehabilitation services program requirements.
- Revise agency multi-disciplinary team process to ensure coordinated case reviews based on criminogenic risk/needs and involving affected partners and stakeholders.
- Continue integrating Key Performance Measures into agency management structure and practices.
- Preserve public investment in facilities by upgrading maintenance and capital improvement efforts.
- Improve the safety and security of environments through adequate staffing patterns and addressing deferred maintenance, capital improvement and construction projects.

Budget Narrative

Criteria for OYA 2009-11 Budget Development

The 2009-11 budget was developed by focusing on the agency's top two priorities: lowering recidivism and keeping youth offenders and communities safe. These priorities are achieved with a combination of base budget expenditures and policy option packages. The budget supports services and interventions beginning with assessing youth risk and needs. It provides for case planning and evidence-based services and interventions.

Recidivism rates are also strongly influenced by the environment in which services and interventions are administered. The best environment is where youth and staff are safe and secure. Unfortunately, these needs are not adequately addressed in the agency's essential budget level. Therefore, each item of the agency 09-11 Agency Request budget supports the agency's priorities of reducing recidivism and improving youth and staff safety.

The budget addresses (through the essential budget level process) the OYA close custody and community placement demand forecasts prepared by the Department of Administrative Services, Office of Economic Analysis.

Due to prior budget cuts, OYA's base budget does not adequately address the needs of the county juvenile departments, which are partners in administering the juvenile justice system. Their work and lack of resources will greatly influence state recidivism rates. The budget also addresses the inadequate level of compensation to community-based residential treatment providers. The adjustment will allow providers to meet the reformation needs, follow principle of effective intervention and continue the OYA process of matching youth and programs using the risk needs assessment.

Budget Narrative

Key Performance Measure Criteria

Focus on Correctional Intervention Quality Improvement

The OYA is building a more effective juvenile corrections continuum through a system of continuous program assessment and quality improvement. This includes improvements to the methods and tools the agency uses to measure performance and evaluate programs, activities, and outcomes. For example, the evidence-based Correctional Program Checklist is used to assess facility and community programs to measure the degree to which they adhere to the principles of effective correctional intervention and determine whether those programs possess the qualities that are highly correlated with reduced recidivism.

Performance-based Standards

A national demonstration project, Performance-based Standards (PbS) is a system for collecting and analyzing data to improve conditions of confinement for youth in seven performance areas for juvenile facilities: Safety, Order, Security, Health, Programming, Justice, and Reintegration.

Oregon Benchmarks and OYA Key Performance Measures

OYA's key performance measures focus on the agency's mission of public safety, youth accountability, and offender reformation. The KPMs are based on efforts underway to improve the quality and efficiency of agency program services. The agency's KPMs are linked to Oregon Benchmarks #62 (juvenile arrests) and #65 (new criminal referrals).

OYA's key performance measures include items related to the ability of programs to consistently provide evidence-based correctional treatment to youth based on assessments of criminogenic risk and needs. The key performance measures also include measures that have been added in response to specific guidance by the Department of Administrative Services and the Oregon Legislature, such as the OYA parole and probation recidivism measures. The agency's KPMs have been revised over the course of the last two biennia in order to have a more meaningful and direct relationship to the OYA goal of reducing the rate of youth re-offense.

Budget Narrative

2007-09 KPM#	2007-2009 Key Performance Measures (KPMs)	
1	COMPLETED ESCAPES – Number of completed escapes per fiscal year	
2	RUNAWAYS – Number of runaways from provider supervision (including youth on home visit status) per fiscal year	
3a	YOUTH-TO-YOUTH INJURIES – FACILITIES – Number of injuries to youth by other youth per fiscal year	
3b	YOUTH-TO-YOUTH INJURIES – FIELD – Number of injuries to youth by other youth per fiscal year	
4a	STAFF-TO-YOUTH INJURIES – FACILITIES – Number of injuries to youth by staff per fiscal year	
4b	STAFF-TO-YOUTH INJURIES – FIELD – Number of injuries to youth by staff per fiscal year	
5a	SUICIDAL BEHAVIOR – FACILITIES – Number of youth with serious suicidal behavior, including attempts, during the fiscal year	
5b	SUICIDAL BEHAVIOR – FIELD – Number of youth with serious suicidal behavior, including attempts, during the fiscal year	
6	INTAKE ASSESSMENTS – Percent of youth who received an OYA/RNA within 30 days of commitment or admission	
7	CORRECTIONAL TREATMENT – Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA within 60 days of commitment or admission	
8	EDUCATION SERVICES – Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan	
9	COMMUNITY REENTRY SERVICES – Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan	
10	SCHOOL AND WORK ENGAGEMENT – Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement	
11	RESTITUTION PAID – Percent of restitution paid on restitution orders closed during the fiscal year	
12	PAROLE RECIDIVISM – Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12, 24, 36 months)	
13	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12, 24, 36 months)	
14	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as ‘good’ or ‘excellent’: Overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information	

Budget Narrative

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1. SCOPE OF REPORT

The Oregon Youth Authority (OYA) is building a more effective juvenile corrections continuum of services through a system of continuous program assessment and quality improvement. This includes improvements to the methods and tools the agency uses to measure performance and evaluate programs, activities, and outcomes. All agency activities are intended to achieve the ultimate OYA mission: To protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

The OYA Key Performance Measures (KPMs) address all OYA reformation program areas and their ability to consistently provide evidence-based correctional treatment to youth based on assessments of criminogenic risk and needs. Additionally, the performance management system includes measures designed to ensure the safety of youth in OYA custody as well as youth and family satisfaction with the services provided. These performance measures enable OYA to more accurately report progress in achieving its mission. The KPMs also measure the most important area of OYA performance: OYA parole and probation recidivism (KPMs 12 & 13). The OYA uses KPMs to monitor agency progress in key areas with the goal of reducing the rate of youth re-offense.

2. THE OREGON CONTEXT

Senate Bill 1 established the OYA in 1995. As the state agency responsible for juvenile justice services, OYA is charged with protecting the public by holding youth offenders accountable and providing opportunities for youth reformation. The OYA ensures public safety by promoting positive change in youth behavior through supervision, graduated sanctions, correctional treatment, and skills training (social, educational, employment, etc.) to reduce the likelihood that youth will commit more crime.

As mandated by state law, the OYA exercises legal and physical custody of youth offenders committed to the OYA by juvenile courts; exercises physical custody of certain youthful offenders who have been committed to the custody of the Department of Corrections by adult courts; provides community-based services and supervision to youth offenders; and provides facility-based services and supervision to youth offenders and youth convicted of adult crimes. The goal of facility-based correctional treatment, education, and vocational training is to provide youth with needed skills to successfully transition back into their communities. Complementing facility programs, community-based parole and probation services are provided to youth offenders committed to the state's custody for supervision and services in each of Oregon's 36 counties.

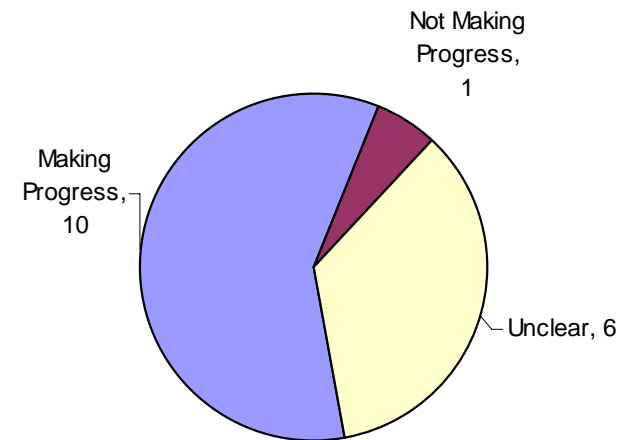
While OYA has limited influence on the juvenile arrest and referral benchmarks, it does work with partner agencies to positively affect these goals. Collaborative planning and management ensure that state and local service delivery efforts are efficient and effective to benefit all Oregon citizens.

Budget Narrative

3. PERFORMANCE SUMMARY

OYA made significant progress toward achieving Key Performance Measure targets in FY 2007-2008. The agency is currently tracking 17 performance measures. Compared with the prior year, OYA increased the number of Key Performance Measures that are making progress from 33% to 59%; decreased the number that are not making progress from 22% to 6%; and decreased the number where progress is unclear from 44% to 35%. In addition, agency performance more than met targets on 6 of the measures. The unclear category continues to represent opportunity for agency improvement. The large percentage of Key Performance Measures whose progress is unclear may reflect changes in the definition and/or data collection techniques during this reporting period. The agency continues to develop consistency across data definitions and analysis methodology. These efforts, combined with the strategies detailed in this document, will continue to move OYA toward achieving performance goals.

Performance Summary



4. CHALLENGES

The key performance challenges faced by OYA include the following:

- **Sustaining New Approaches:** The OYA has continued to implement additional evidence-based curricula to effectively address the wide range of “criminogenic risk factors” (factors that are highly correlated with re-offense) exhibited by youth. Sustaining new practices always presents several challenges including maintaining well-trained staff as well providing technical assistance and support. The OYA continues to focus much effort on sustaining and monitoring the fidelity of recently implemented evidence-based practices.
- **Staff Training:** A significant amount of ongoing training must occur to ensure that field and facility staff remain well-versed in the new systems and evidence-based correctional treatment approaches. The challenge the agency faces is balancing the time needed for training while fully staffing each of the facilities and field offices at the appropriate operational level.
- **Transition to Community:** Research shows that at points of transition youth are often at high risk to re-offend. With this understanding, the OYA continues to focus a great deal of effort to ensure that timely and complete documentation, involvement of appropriate personnel, and coordination of services are all in place before, during, and after transition. Securing sufficient resources to support these efforts often stands as a challenge to successfully ensuring a smooth transition process for all youth.
- **Documentation Practices:** The OYA has developed software for staff to document work activities. This software is used to track and analyze data for the KPMs. Many of the documentation processes are new and evolving. Staff are still learning how to use the software and developers are still making improvements to the software.

5. RESOURCES USED AND EFFICIENCY

The legislatively approved budget for the 07-08 fiscal year is \$152,823,545 Total Fund and \$127,294,213 General Fund

Budget Narrative

KPM #1	COMPLETED ESCAPES Number of completed escapes per fiscal year.	Measure since: 2003
Goal	YOUTH CUSTODY AND SUPERVISION – Maintain custody of youth admitted to facilities by preventing unauthorized exit.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 258d	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

1. OUR STRATEGY

The OYA aims to prevent escapes from facility programs through a variety of means, including:

- Adhering to effective physical plant security procedures.
- Providing appropriate staff training, including techniques designed to prevent escapes and utilizing safe approaches when apprehending youth.
- Emphasizing escape prevention during each facility’s biennial Safety/Security review.

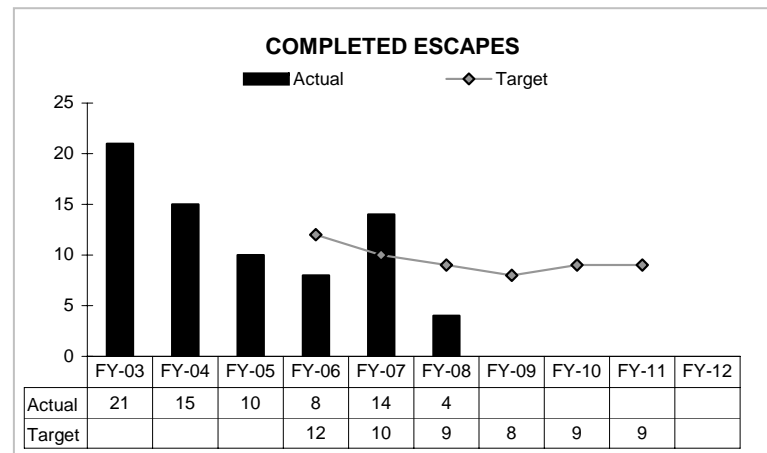
2. ABOUT THE TARGETS

The OYA has two levels of security and programming in its 925 bed close custody facility system to prevent escapes. The highest levels of security are maintained in seven youth correctional facilities where the expectation/target is zero escapes. In the four transition facilities, youth are provided opportunity for supervised community work and academic activities to enhance the likelihood of a successful transition. The targets for these programs reflect the higher potential risk for escape while engaging in community transition activities.

3. HOW WE ARE DOING

The fiscal year 2008 data showed a reduction in the number of completed escapes from facility programs. The four reported escapes were the result of escape behavior by young women from one transition program. The number of escapes from that community transition program was lower this fiscal year than previously. The rate of escapes for male offenders remains very low when compared to female offenders.

The overall decline in the number and rate of completed escapes reflects the agency’s continued emphasis on using the risk/need assessment tool to place higher risk youth in more secure treatment units as determined by the youth’s Multi-Disciplinary Team (MDT). The OYA has continued biennial safety/security peer reviews which focus on security procedures and supervision of youth. The agency also continues to participate in the national Performance-based Standards (PbS) project, where outcome data are regularly collected and evaluated in the standard area of security.



Budget Narrative

4. HOW WE COMPARE

National data on youth escapes from facility custody are not available; however, OYA's participation in the PbS Project allows for comparison of agency data to that of other participating agencies. OYA facilities consistently show low rates of escape. This demonstrates security performance that is better than the PbS average, based on 184 participating facilities in 28 states, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

5. FACTORS AFFECTING RESULTS

Attempts to escape from highly secure youth correctional facilities are rare, reflecting exceptional physical plant security and attention to staff training on security procedures. The OYA, however, acknowledges the importance of community activities in its transition programs and accepts the inherent elevated potential escape risk that accompanies youth participation in community transition activities. Youth involved in these activities are nearing transition to community settings, and consequently, it is crucial that these youth are afforded opportunities to develop and practice skills under supervision in the community. Young women are over-represented in OYA's escape data as they may be more likely to react with "flight" as a response to the stressors of imminent transition. These factors make complete elimination of escapes in transition programs unlikely, and in fact, data showing an escape rate of zero could indicate an extremely conservative approach to transition that would prevent OYA youth opportunities to learn new skills that prepare them for life in the community.

6. WHAT NEEDS TO BE DONE

- Continue to review and debrief specific escapes or attempted escapes, including discussion of findings and recommendations documented for potential programmatic modification.
- Research, train and implement gender specific interventions addressing coping skills and self advocacy.
- Continue to refine and review the risk assessment system to ensure that youth considered for transition placement represent acceptable risk for escape.
- Continue to focus attention on the definition and communication of living unit profiles, including inclusionary and exclusionary criteria for each unit.
- Continue training on the Multi-Disciplinary Team approach, emphasizing the agency goal of appropriate placement decisions matching youth profiles to appropriate programming.
- Continue to emphasize safety, security, and skill development in staff training.
- Fully implement the agency quality improvement plan (Unit Improvement Plan) detailing action steps to decrease the number of escapes, injuries, and other incidents.

7. ABOUT THE DATA

This information is being reported for fiscal year 2008. Facility staff record incidents of escape in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of escape incidents, the monthly reports provide rates of escape to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) project method of person-days of youth confinement (*PbS Glossary, October 2007*). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of escapes in addition to the number of escapes as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,473 youth in close custody facilities, creating 320,897 days of opportunity for youth to escape. In total, there were four escapes reported. Rates of escape for the 2008 and prior fiscal years are reported in the table below.

	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08
Number of escapes	21	15	10	8	14	4
Rate per 100 person-days	.006	.005	.003	.003	.004	.001

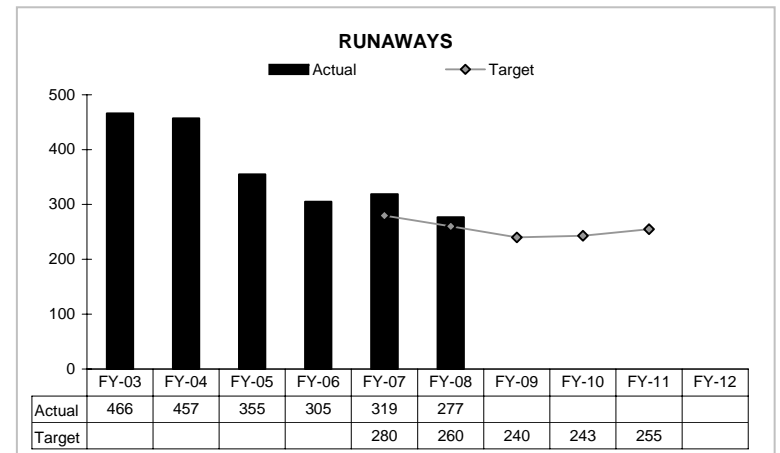
Budget Narrative

KPM #2	RUNAWAYS Number of runaways from provider supervision (including youth on home visit status) per fiscal year.	Measure since: 2003
Goal	YOUTH CUSTODY AND SUPERVISION – Maintain custody of youth placed in community programs by preventing unauthorized exit.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 258d	
Owner	Karen Andall, Assistant Director, Field Operations (503) 373-7234	

8. OUR STRATEGY

The OYA attempts to limit the number of incidents of runaways from OYA community programs through:

- Matching youth risk levels to programs through a standardized assessment process.
- Encouraging and supporting the use of evidence-based treatment curricula in community residential programs.
- Reviewing incidents of runaways with providers and determining strategies for improvement.
- Engaging youth and family in the collaborative process of developing comprehensive case plans through the Multi-Disciplinary Team (MDT) process to ensure youth needs are met.
- Maintaining OYA contract language requiring a minimum of 13 hours per week devoted to behavioral rehabilitative services, including skill development, for contracted community residential programs.
- Working with providers to develop inherent and frequent rewards for youth participating in the program as well as improving intervention and prevention strategies used with youth.
- Creating a “retention plan” for providers to implement when warning signs of an impending run are present.
- Establishing clear expectations/outcomes identified in the MDT process and implementing swift and certain sanctions for runaways.



9. ABOUT THE TARGETS

This KPM represents actual numbers of youth who abscond from supervision in community settings, including from residential treatment, foster care, and home visits. The targets show a slight upward trend beginning in FY 2009 to adjust for the anticipated increases in bed capacity and youth population over the next biennium.

10. HOW WE ARE DOING

Data show there were 277 runaway episodes during fiscal year 2008. Although the target of 260 was not met, there has been a substantial reduction in number of runaways since fiscal year 2003 and the rate of runaways has dropped.

Budget Narrative

11. HOW WE COMPARE

Comparative data are not available.

12. FACTORS AFFECTING RESULTS

While the agency fell short of the target of fewer than 260 runaways in fiscal year 2008, runaways did decrease approximately 13% from the previous year. The OYA has implemented a number of strategies that have likely contributed to this decrease including evidence-based programming as discussed below.

The OYA uses a standardized risk needs assessment to effectively match youth needs with placement options. In addition, MDT meetings are held every 90 days to discuss youth needs and to review the youth's individualized case plan. These meetings involve youth, parents, assigned OYA Juvenile Parole/Probation Officer (JPPO), the community residential provider, and other treatment staff. A key component of this process involves outlining specific transition activities. This "forward thinking" approach aims to ensure youth are ready for transition, with the goal of decreasing the likelihood youth will run from community settings.

Research shows youth engagement with education and/or vocational services is related to a decreased risk of youth runaway. The OYA continues to focus efforts in this area through the MDT process and collaboration with Vocational Rehabilitation Services and the Oregon Department of Education to positively engage youth in school as quickly as possible when leaving close custody.

Youth runaways from foster care and proctor care are reviewed on a monthly basis by the Foster Care Program Certifiers, the Foster Care Manager, and the Community Resources Manager to monitor progress in this area. In addition, to further prevent runaway incidents, foster and proctor parents receive ongoing training in order to enhance supervision skills and awareness of "pre-run" conditions.

13. WHAT NEEDS TO BE DONE

- Continue matching youth in community settings based on their risk to re-offend.
- Utilize national research with providers to increase strategies to prevent runaways.
- Continue training on the MDT approach, emphasizing the agency's goal of appropriately matching youth to placement based on criminogenic risk and need factors.
- Continue to review and debrief specific runaway or attempted runaway incidents, including discussion of findings and recommendations documented for potential programmatic modification.
- Complete implementation of a youth incident report in JJIS for use by field officers and community providers to help gather runaway data and use this information to assist in program improvement.

14. ABOUT THE DATA

This information is being reported for fiscal year 2008. Field staff record incidents of runaway in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of runaway incidents, the monthly reports provide runaway rates to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) project method of person-days of youth confinement (*PbS Glossary, October 2007*). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of runaways in addition to the number of runaways as called for by this measure. During the 2008 fiscal year, OYA served approximately 1,265 youth in residential and foster care placements, creating 209,914 days of opportunity for youth to run away. In total, there were 277 runaways reported. Rates of runaway for the 2008 and prior fiscal years are reported in the table below.

	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08
Number of runaways	466	457	355	305	319	277
Rate per 100 person-days	.185	.203	.165	.152	.158	.132

Budget Narrative

KPM #3a	YOUTH TO YOUTH INJURIES - FACILITY Number of injuries to youth by other youth per fiscal year	Measure since: 2006
Goal	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

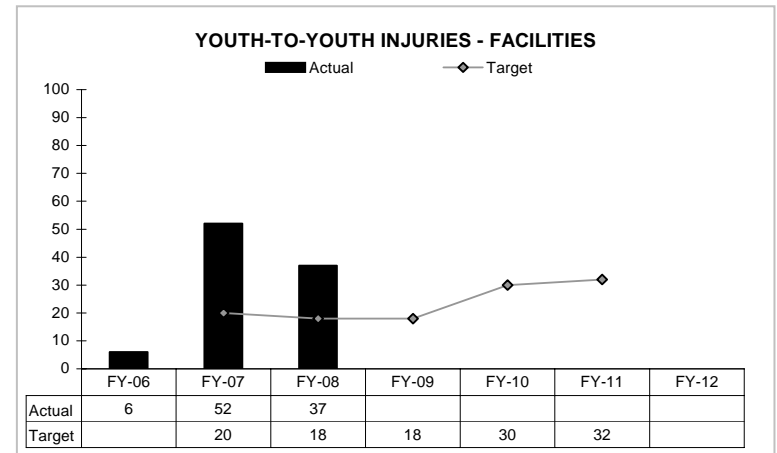
15. OUR STRATEGY

Establish an environment where values of positive communication, non-violence and respect for self and others are emphasized through:

- Leadership and staff training in approaches that focus on cognitive behavioral interventions to teach youth anger control, problem-solving and pro-social interaction skills.
- Staff supervision that promotes safety and structure.
- Cognitive behavioral interventions for youth and treatment curricula focusing on improving anger control, problem-solving, pro-social skills and reducing aggressive behaviors toward others.
- Staff role-modeling appropriate, positive social interactions on the living units.

16. ABOUT THE TARGETS

Changes to the agency’s definition of “youth-to-youth injury” have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by other youth and is an important measure of youth-to-youth interaction. When redefining the KPM, the agency anticipated that the current target, which was established in fiscal year 2006, would grossly underestimate the actual number of injuries that count toward the KPM. After reviewing data for fiscal years 2007-2008, the agency has re-evaluated and established aggressive, yet realistic, targets for fiscal years 2010-2011 to reduce this type of youth injury.



17. HOW WE ARE DOING

The OYA’s second year of data collection on this measure reflected a relatively low number of injuries in light of the 925 youth in close custody on any given day. The rate of youth-to-youth injury dropped to .012 per 100 person days in fiscal year 2008 from a rate of .016 per 100 person days in fiscal year 2007. While both rates are exceedingly low, continued efforts in developing youth pro-social interaction skills have resulted in a 29% reduction of youth-to-youth injuries from the previous year.

18. HOW WE COMPARE

Comparative data are not available. Unlike this OYA key performance measure, Performance-based Standards (PbS) outcome measures relating to youth injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation and other minor mishaps. OYA facilities have consistently shown very low rates of injury to youth. This suggests safety performance better than the average rate for PbS project participants, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

Budget Narrative

19. FACTORS AFFECTING RESULTS

OYA continues to progress in successfully attaining one of its key initiatives: Establishing evidence-based treatment approaches in all close custody facilities that emphasize communication skills development, prosocial thinking patterns, and positive interactions between youth. Staff continue to receive training in the delivery of these correctional treatment curricula as well as in verbal de-escalation and behavior management. Furthermore, in fiscal year 2008 OYA developed definitive program criteria to improve treatment unit assignment decisions based on youth on risk, need, and responsivity factors. These steps are all intended to create environments best suited for positive change in youth and to maintain safe and respectful living situations.

20. WHAT NEEDS TO BE DONE

- Continue to emphasize safety and positive skill development in OYA facility programs.
- Continue to refine the agency's assessment process to ensure that youth profiles and concerns are properly identified.
- Increase emphasis on matching youth to treatment services based on criminogenic risk and need.
- Continue to emphasize safety and verbal de-escalation in staff training as well as promote the development of staff skills that best position staff to promote positive youth progress.
- Emphasize the use of the recently-developed automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data in order to evaluate youth injuries, including location, activity and relating factors.
- Continue to review at the executive level incidents that result in significant injury to youth to determine what corrections or improvements may be necessary.
- Continue to support agency implementation of evidence-based cognitive behavioral treatment programs in all youth correctional facilities, including ongoing monitoring of treatment provided.
- Broaden and refine the implementation of Aggression Replacement Training curriculum in youth correctional facilities.
- Continue developing strategies to promote staff retention in order to foster rapport building with youth and better ensure safety of youth.
- Implement evidence-based gang prevention curriculum in all close custody facilities.

21. ABOUT THE DATA

This information is being reported for fiscal year 2008. Injuries counted for this measure occur in close custody and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm, and must require medical attention beyond routine first aid. Facility staff record injury data using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, the monthly reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (*PbS Glossary, October 2007*). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,473 youth in close custody facilities, creating 320,897 days of opportunity for youth-to-youth injuries. In total, there were 37 injuries reported. Rates of injury for the 2008 and prior fiscal years are reported in the table below.

	FY-06	FY-07	FY-08
Number of injuries	6	52	37
Rate per 100 person-days	.002	.016	.012

Budget Narrative

KPM #3b	YOUTH TO YOUTH INJURIES - FIELD Number of injuries to youth by other youth per fiscal year	Measure since: 2006
Goal	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
Owner	Karen Andall, Assistant Director, Field Operations (503) 373-7234	

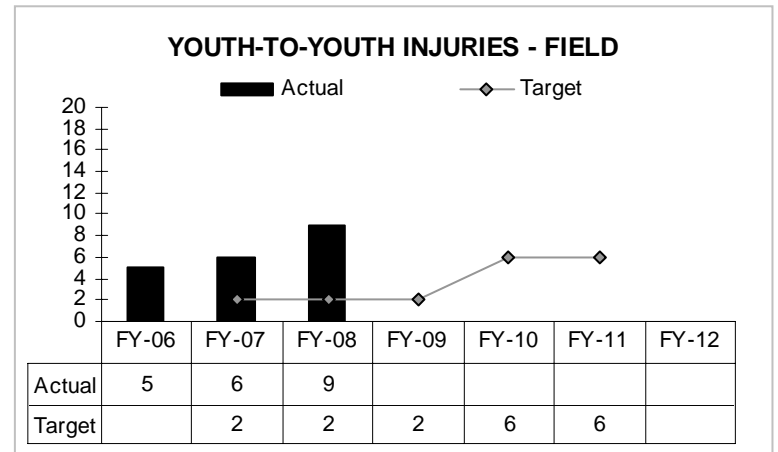
22. OUR STRATEGY

Efforts to prevent youth-to-youth injuries include:

- Providing staff training that focuses on teaching youth anger control, problem-solving and pro-social interaction skills through cognitive behavioral interventions.
- Continue to identify youth at high risk for anger control issues and develop strategies to prevent incidents from occurring.
- Maintaining appropriate supervision of and providing support to youth in the community.
- Formally surveying youth in community programs twice per year to determine whether they feel safe.

23. ABOUT THE TARGETS

Previous changes to the agency’s definition of “youth-to-youth injury” have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to OYA youth caused by other OYA youth and is an important measure of youth-to-youth interaction. When redefining the KPM, the agency anticipated that the current target, which was established in fiscal year 2006, would underestimate the actual number of injuries that count toward the KPM. After reviewing data for fiscal years 2006-2008, the agency has re-evaluated KPM targets and established aggressive, yet realistic, targets for fiscal years 2010-2011 to reduce this type of youth injury. All youth injuries will continue to be documented and addressed through local processes, with the agency’s highest priority placed on maintaining safe environments for all youth and staff.



24. HOW WE ARE DOING

The OYA had nine incidents of youth-to-youth injuries in field services during the fiscal year 2008. Although the number of injuries increased in fiscal year 2008, the rate increased by only .001 from FY 2007. Although no incident is acceptable, this number is a relatively low rate. The OYA will continue to implement strategies to ensure the safety of youth in its custody.

Budget Narrative

25. HOW WE COMPARE

Comparative data are not available.

26. FACTORS AFFECTING RESULTS

A dramatic increase in youth gang activity and related crime throughout the state in the past year may have contributed to the slight increase in youth to youth injuries in 2008. It must be noted that in addition to the fact that this number (9 youth) represents a fraction of the total number of OYA youth in the community, it is not uncommon for youth with presenting behavioral disturbances to act aggressively while in residential treatment as a result of change and internal conflict. The majority of youth-to-youth injuries reported this fiscal year occurred within the community residential setting, not in foster care.

The OYA is working with residential programs and foster care providers to deliver effective treatment interventions for youth. Enhanced treatment modalities consists of problem solving and anger management skill development, as well as teaching prosocial thinking. Prosocial skills training improves youth coping skills and contributes to the limited number of youth-to-youth injuries over the past two fiscal years. Additionally, within foster care, ongoing training to foster parents and increased supervision standards have assisted in keeping youth-to-youth injuries to a minimum.

The OYA contracts require community residential programs to report all youth injuries. The OYA Community Resources Unit (CRU) regularly monitors all incidents. The CRU staff follow-up with programs after all incidents and corrective action plans are generated as needed. This form of monitoring and quality improvement has likely contributed to the low number of youth-to-youth injuries in the field.

The OYA uses the Risk/Needs Assessment (OYA/RNA) to effectively match youth to placement based on risk level. This evidence-based practice contributes to the low number of youth-to-youth injury incidents.

27. WHAT NEEDS TO BE DONE

- Continue to evaluate and monitor youth to youth incidents on a regular basis.
- Continue to provide assistance and training to agency providers (i.e., foster parents, contracted community residential providers, etc.) with focus on proactive behavioral management intervention techniques such as verbal de-escalation.
- Continue to implement and support use of evidence-based interventions, targeting anger management, and pro-social skills training.
- Fully implement the Youth Incident Report (YIR) in the field to collect and aggregate incident/injury data in order to evaluate youth injuries, including location, activity and relating factors.
- Encourage providers to continue developing strategies to promote staff retention, resulting in experienced staff working with youth offenders in community programs.

Budget Narrative

28. ABOUT THE DATA

This information is being reported for fiscal year 2008. Injuries counted for this measure occur while under residential or foster care supervision and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm, and must require medical attention beyond routine first aid. Field staff record injury data using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, the monthly reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) project method of person-days of youth confinement (*PbS Glossary, October 2007*). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,265 youth in residential and foster care placements, creating 209,914 days of opportunity for youth-to-youth injuries. In total, there were nine injuries reported. Rates of injury for the 2008 and prior fiscal years are reported in the table below.

	FY-06	FY-07	FY-08
Number of injuries	5	6	9
Rate per 100 person-days	.003	.003	.004

Budget Narrative

KPM #4a	STAFF TO YOUTH INJURIES - FACILITIES Number of injuries to youth by staff per fiscal year.	Measure since: 2006
Goal	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 378	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

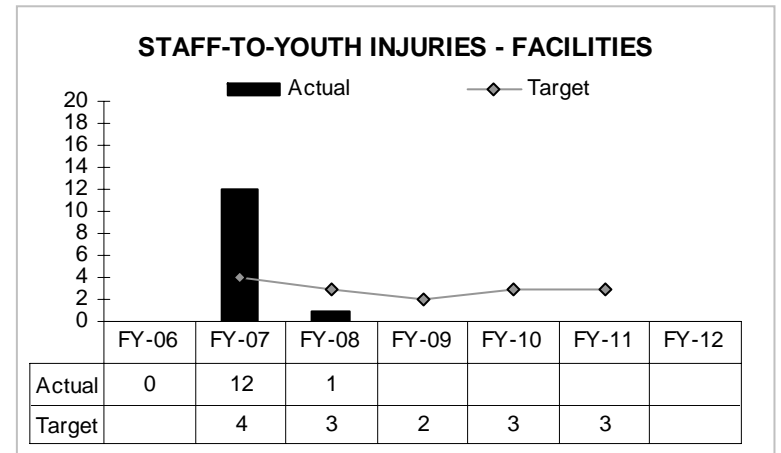
29. OUR STRATEGY

Establish an environment where values of positive communication, non-violence, and respect for self and others are emphasized through:

- Staff training emphasizing verbal de-escalation skills and approaches to working with youth as a means of minimizing physical intervention.
- Staff role-modeling appropriate, pro-social interactions on the living units.
- Staff supervision that promotes safety and structure.
- Cognitive behavioral interventions to youth and treatment curricula focused on improving anger control, problem-solving skills, pro-social skills, and reduction in aggressive behaviors toward others, thereby preventing high risk injury incidents.

30. ABOUT THE TARGETS

Recent changes to the agency’s definition of “staff-to-youth injury” have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by interaction with OYA staff and is an important measure of the agency’s ability to achieve goals relating to youth interaction. When redefining the KPM, the agency anticipated that the current target, which was established in fiscal year 2006, would underestimate the actual number of injuries that count toward the KPM. After reviewing data for fiscal years 2007-2008, the agency has re-evaluated KPM targets and established aggressive, yet realistic, targets for fiscal years 2010-2011 to reduce this type of youth injury.



31. HOW WE ARE DOING

The fiscal year 2008 marked the second year in which the agency used a stricter definition of injury. The number of staff-to-youth injuries dropped dramatically from fiscal year 2007, with only one youth injury documented during the fiscal year as a result of staff intervention. The agency has exceeded its target for the year and will continue to emphasize the refinement of staff verbal de-escalation skills, and when necessary, safe physical intervention techniques to which staff are trained.

32. HOW WE COMPARE

Comparative data for the new definition are not available because the Performance-based Standards (PbS) outcome measures relating to injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation and other minor mishaps. OYA facilities have consistently shown very low rates of injury to youth. This suggests safety performance better than the average rate for PbS project participants.

Budget Narrative

33. FACTORS AFFECTING RESULTS

The OYA continues to progress in successfully attaining one of its key initiatives: Establishing evidence-based treatment approaches in all close custody facilities that emphasize communication development and positive interactions between youth and staff. Staff continue to receive training in the delivery of these curricula as well as in verbal de-escalation and behavior management skill development. In addition, OYA is developing more defined program and population criteria to improve program assignment decisions that match youth on risk, need and responsivity factors. These steps are all intended to create environments best suited for positive change in youth and to maintain safe respectful living situations.

In instances where staff must physically intervene, the agency continues to emphasize that staff are trained to respond in a manner that minimizes the chance of injury to youth or themselves. Staff skills are evaluated and training is provided on a continuum that includes personal protection, verbal de-escalation, youth escort, physical intervention and group control techniques. Monitoring and review of all incidents of physical intervention also contributes to a minimum number of staff-to-youth injuries.

The OYA has placed significant emphasis on agency culture and has worked hard to create an environment that encourages staff and youth to report incidents of injuries, concerns, and/or policy violations. As part of this effort, the OYA has increased the number of ways for youth to report their concerns, including a 24-hour hotline telephone number linked to the OYA Professional Standards Office (PSO). These steps may have contributed to enhanced validity of staff-to-youth injury data.

34. WHAT NEEDS TO BE DONE

- Continue to emphasize safety and positive skill development in facility programs.
- Continue to refine the agency's system of risk needs assessment to ensure that youth profiles and concerns are properly identified.
- Emphasize matching youth with appropriate services and approaches when making treatment unit decisions.
- Emphasize safety and verbal de-escalation in staff training as well as the development of skills that best position staff to support the positive growth and transition readiness of the youth in their charge.
- Emphasize the use of the recently-developed automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data in order to evaluate youth injuries, including location, activity, and relating factors.
- Continue to review at the executive level incidents that result in significant injury to youth to determine what corrections or improvements are needed.
- Continue educating youth regarding their rights and how to report an incident where they believe they have been injured or abused in any way by an OYA staff (i.e. contacting Professional Standards Office).

35. ABOUT THE DATA

This information is being reported for fiscal year 2008. Injuries counted for this measure include youth injured by staff in close custody where the injury required medical attention beyond routine first aid. Facility staff record injuries using the Youth Incident Report in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, the monthly reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (*PbS Glossary, October 2007*). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,473 youth in close custody facilities, creating 320,897 days of opportunity for staff-to-youth injuries. In total, there was one injury reported. Rates of injury for the 2008 and prior fiscal years are reported in the table below.

	FY-06	FY-07	FY-08
Number of injuries	0	12	1
Rate per 100 person-days	0	.004	.0003

Budget Narrative

KPM #4b	STAFF TO YOUTH INJURIES – FIELD Number of injuries to youth by staff per fiscal year.	Measure since: 2006
Goal	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 378	
Owner	Karen Andall, Assistant Director, Field Operations (503) 373-7234	

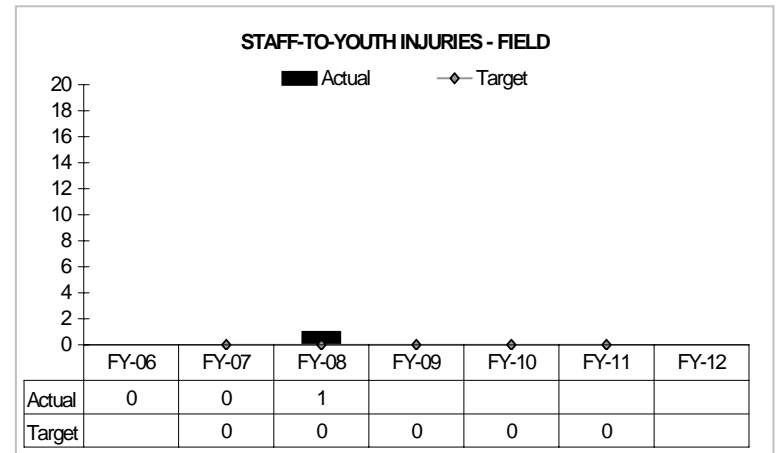
36. OUR STRATEGY

Limit the number of staff-to-youth injuries by:

- Providing training (including verbal de-escalation techniques) to OYA Juvenile Parole/ Probation Officers (JPPO), Foster Care Certifiers, and Foster Care parents on personal and youth safety.
- Formally surveying youth in community programs twice per year to determine whether they feel safe.
- Regularly monitoring, reviewing, investigating, and documenting all staff-to-youth injury incidents and developing corrective action steps to minimize risk to youth and staff.
- Providing technical assistance to community providers, including developing corrective action plans to prevent future incidents and ensure youth safety.

37. ABOUT THE TARGETS

Previous changes to the agency’s definition of “staff-to-youth injury” have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to OYA youth caused by interaction with OYA staff and contracted providers. The OYA supports a goal of zero injuries to youth by staff. All youth injuries will continue to be documented and addressed through local processes, with the agency’s highest priority placed on maintaining safe environments for all youth and staff.



38. HOW WE ARE DOING

The OYA has experienced one incident of injury to youth by staff during this reporting period. Although no incident is acceptable, the OYA has maintained a very low rate of staff-to-youth injuries in the field.

39. HOW WE COMPARE

Comparative data are not available.

40. FACTORS AFFECTING RESULTS

The OYA has well established protocols for managing youth who demonstrate out-of-control behaviors while placed with community providers. These procedures include OYA field staff requesting assistance from local law enforcement, if necessary. Additionally, OYA contracts require community residential programs to report all incidents of youth injuries. On a monthly basis, the OYA Community Resources Unit (CRU) monitors all incidents using a comprehensive database. The CRU staff follow-up with

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programs after all incidents, and corrective action plans are generated as needed. Similarly, the OYA Foster Care Manager reviews all incidents of youth injuries in foster care on a regular basis. This form of monitoring and oversight has contributed to the minimal number of staff-to-youth injuries in the field.

OYA policies and local procedures clearly outline appropriate and effective processes, trainings, and resources to ensure that parole/probation staff and providers have adequate tools to safely intervene when a youth's behavior escalates. The OYA has put considerable effort into developing relationships with local law enforcement, juvenile departments and mental health providers to make certain appropriate levels of intervention match youth needs.

The OYA uses a standard validated pre-service employment screening tool, IMPACT, which identifies compatibility for parole/probation classifications. In addition, all prospective JPPOs are required to pass a psychological exam prior to employment. Once hired, OYA trains foster care providers in behavioral management techniques and verbal de-escalation skills. Additionally, foster parents receive ongoing training from and oversight by OYA Foster Care Certifiers in the areas mentioned above. JPPOs and Foster Care Certifiers are also trained on the required supervision standards set forth by OYA. These factors may contribute to keeping staff-to-youth injuries at a minimum.

41. WHAT NEEDS TO BE DONE

- Train field staff and providers in verbal de-escalation skills, modeling appropriate non-aggressive interactions, and the proper use of evidence based interventions and treatment tools.
- Ensure JPPOs receive training and updates on the correct use and application of secure travel restraint devices.
- Continue educating youth about their rights and how to report abuse or injury by an OYA staff member or contracted provider.
- Complete implementation of the field JJIS Youth Incident Report. Using the agency's management information system to collect and aggregate incident/injury data will allow for meaningful report and evaluation of youth injuries, including location, activity, and related factors.
- Continue to use a standard pre-service employment screening tool, IMPACT, to ensure that the agency employs the best qualified parole/probation staff
- Review incidents that result in significant injury to youth to determine what corrections or improvements are needed.
- Continue to investigate all reports of OYA staff and community provider misconduct through the OYA Professional Standards Office (PSO).
- Continue to emphasize the importance of initial assessments and evaluation in the development of a youth's case plan.
- Continue to enhance staff understanding of the Multi-Disciplinary Team process to ensure youth are matched to placements based on risk, need and responsivity issues.
- Continue to offer training opportunities to OYA staff and contracted providers focusing on, comprehensive supervision techniques, safety, verbal de-escalation skill development, and how to create/ensure a safe environment.

42. ABOUT THE DATA

This information is being reported for fiscal year 2008. Injuries counted for this measure include youth injured by staff while under residential or foster care supervision where the injury requires medical attention beyond routine first aid. Youth field injuries are recorded using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, rates of injury are also calculated monthly to allow for meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) project method of person-days of youth confinement (*PbS Glossary, October 2007*). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. As OYA adds additional bed capacity over the next biennium, it will be important to consider the rate of injuries, while also reporting the number of injuries as called for by this measure. During the 2008 fiscal year, OYA served approximately 1,265 youth in residential and foster care placements, creating 209,914 days of opportunity for staff-to-youth injuries. In total, one injury was reported. Rates of injury for the 2008 and prior fiscal years are reported in the table below.

	FY-06	FY-07	FY-08
Number of injuries	0	0	1
Rate per 100 person-days	0	0	.0004

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KPM #5a	SUICIDAL BEHAVIOR - FACILITY Number of youth with serious suicidal behavior, including attempts, during the fiscal year.	Measure since: 2006
Goal	YOUTH SAFETY – Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
Owner	Mary McBride, Clinical Director, (503) 378-3992	

43. OUR STRATEGY

Establish an environment where all facility staff are formally trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing suicide risk. Strategies for successfully reducing suicidal behavior and attempts include:

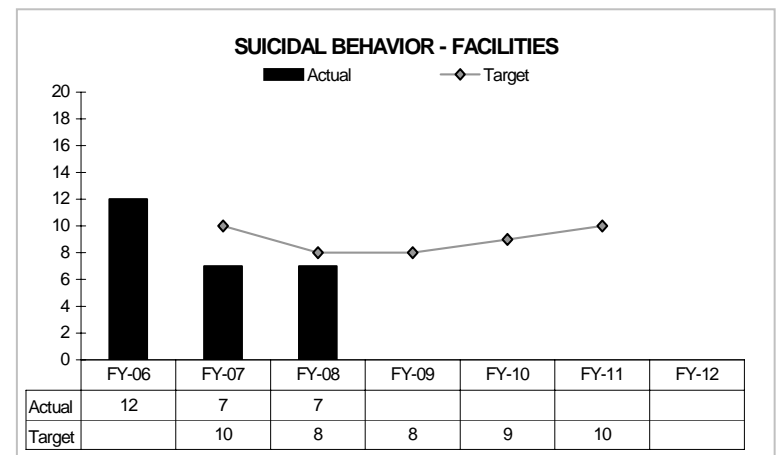
- Assessing all youth in a timely fashion and at transition points, when research shows is a time of elevated risk for suicidal behavior.
- Providing appropriate interventions and monitoring of youth assessed at significant risk of suicidal behavior to assure their safety.
- Providing annual training to all staff on suicide prevention (ASIST-Applied Suicide Intervention Skills Trainings).
- Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated.

44. ABOUT THE TARGETS

This measure was redefined to focus on suicidal behavior judged by expert clinicians to be serious in nature and warrant tracking at the highest level. The targets established reflect a relatively low expectation of this type of suicidal behavior in an environment that research shows to be high risk. The OYA, with the assistance from pre-eminent national experts and Oregon youth advocates, has an established suicide prevention plan. The agency's priority on screening, prevention, and early intervention are reflected in the targets. All self-harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health interventions, with the agency's highest priority placed on maintaining safe environments for all youth and staff. The fiscal year 2010-2011 targets have been adjusted to reflect an increase in close custody capacity.

45. HOW WE ARE DOING

The OYA's first year of data collection on this measure in fiscal year 2006 showed a relatively low number of incidents where suicidal behavior occurred as defined by the measure. Fiscal years 2007 and 2008 showed an even lower incidence of this type of behavior. This reflects the agency's continued emphasis on youth safety and strict attention to a suicide prevention policy recognized as a national model. In addition, OYA has established a process where the agency's Clinical Director reviews all incidents of suicidal behavior to determine if they meet criteria for inclusion in the performance measure data and to advise the facility and local clinicians on appropriate follow-up and intervention. The OYA is committed to ongoing attention and consistency in preventing youth suicides and assuring youth safety.



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46. HOW WE COMPARE

National data on youth suicidal behavior while in facility custody are not available. However, OYA's participation in the Performance-based Standards (PbS) Project allows for comparison of agency data to that of other participating agencies. The PbS outcome measures for suicidal behavior reflect any youth behavior, regardless of type or severity, that results in self harm. OYA facilities consistently show low rates of suicidal behavior. This demonstrates security performance that is better than average for agencies participating in the PbS Project, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

47. FACTORS AFFECTING RESULTS

By their very circumstance, youth placed in youth correctional facilities are at a higher risk of suicidal behavior. Risk is elevated when youth who have a history of substance abuse, mental illness, and suicidal behavior are placed in a structured environment and separated from their community support systems.

The OYA has consulted with national experts on youth suicide and established a suicide prevention policy grounded in best practice and the current body of research on this subject. Staff are trained annually on the agency's suicidal behavior policy and on new knowledge or practices related to the prevention of suicidal behavior.

Screening and assessment protocols are regularly reviewed by OYA leadership to determine whether these screening measures are effectively identifying higher risk youth. The OYA uses the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), as an additional source of information in making judgment about youth suicide risk.

48. WHAT NEEDS TO BE DONE

- Continue to emphasize youth safety in facility programs.
- Continue to refine the agency's system of screening and assessment to ensure that youth profiles and risks are properly identified.
- Standardize current local procedures regarding appropriately addressing suicidal behavior.
- Continue to place youth assessed at elevated suicide risk on suicide precaution levels that call for intervention and monitoring until risks are reduced.
- Increase emphasis on matching with appropriate services and placements based on risk, need, and responsivity factors.
- Emphasize safety in staff training as well as maintaining readiness to respond to youth exhibiting suicidal thoughts or behavior.
- Continue to review incidents that result in significant suicidal behavior in youth to determine what corrections or improvements may be in order.
- Continue to monitor the research literature on the assessment of and interventions for suicidal behavior.
- Continue to provide appropriate levels of mental health treatment and staff resources.

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49. ABOUT THE DATA

This information is being reported for fiscal year 2008. This measure includes all youth in close custody facilities. Suicidal Behavior is defined as follows: Serious Suicidal Behavior – significant tissue damage (i.e., probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., overdoses of meds, objects around neck where marks are left). Facility staff record incidents of suicidal behavior in JJIS as they occur, and the Clinical Director subsequently reviews each incident. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of suicidal behavior, the monthly reports provide rates of suicidal behavior to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (*PbS Glossary, October 2007*). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of suicidal behavior in addition to the number of incidents of suicidal behavior as called for by the measure. During the 2008 fiscal year, OYA served approximately 1,473 youth in close custody facilities, creating 320,897 days of opportunity for incidents of youth suicidal behavior. In total, there were 7 incidents reported. Rates of suicidal behavior for the 2008 and prior fiscal years are reported in the table below.

	FY-06	FY-07	FY-08
Number of serious suicidal behavior incidents	12	7	7
Rate per 100 person-days	.004	.002	.002

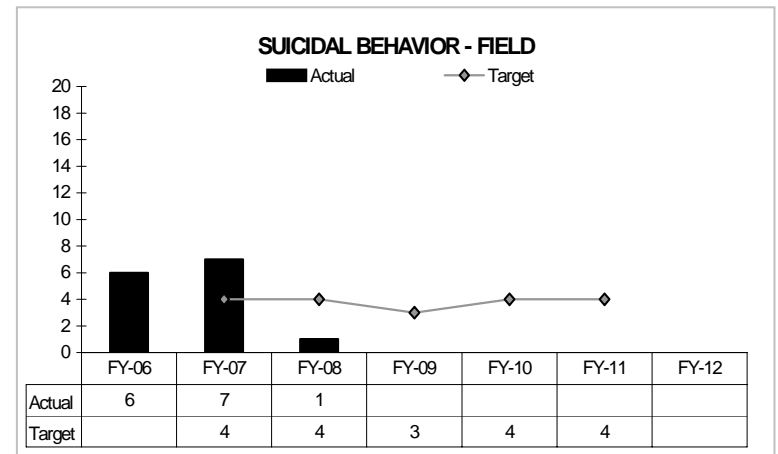
Budget Narrative

KPM #5b	SUICIDAL BEHAVIOR - FIELD Number of youth with serious suicidal behavior, including attempts, during the fiscal year.	Measure since: 2006
Goal	YOUTH SAFETY – Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
Owner	Mary McBride, Clinical Director, (503) 378-3992	

50. OUR STRATEGY

Establish an environment where all staff are formally trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing suicide risk. Strategies for successfully reducing suicidal behavior and attempts include:

- Assessing all youth in a timely fashion and at transition points, particularly when youth are transferred to community programs, when research shows is a time of elevated risk for suicidal behavior.
- Providing appropriate interventions and monitoring of youth assessed at significant risk of suicidal behavior to assure their safety. Currently, the OYA Training Academy holds four Applied Suicide Intervention Skills Trainings (ASIST) per year for all staff. Contracted providers are encouraged to attend these training sessions. New employees receive eight hours of training on suicide prevention and intervention.
- Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated.



51. ABOUT THE TARGETS

Based on analysis obtained from 2005-2006 data, this year's target was set at four. This measure has been recently redefined to focus on suicidal behavior judged by clinicians to be serious in nature and warrant tracking at the highest level. The targets established reflect a relatively low expectation of this type of suicidal behavior in an environment that research shows to be high risk. The OYA, with the assistance from pre-eminent national experts and Oregon youth advocates, has an established suicide prevention plan. The agency's priority on screening, prevention, and early intervention are reflected in the targets. (Note: All self-harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health interventions). The fiscal year 2010-2011 targets have been adjusted to reflect an increase in close custody capacity.

52. HOW WE ARE DOING

With much emphasis on suicide awareness and prevention, the OYA has maintained a low number of serious suicidal behavior incidents. The OYA continues to focus efforts on youth safety and suicide prevention and has consulted with national experts on youth suicide. The agency has established suicide prevention policy grounded in best practice and the current body of research on this subject. Staff are trained annually on the agency's suicidal behavior policy and updated on new knowledge or practices related to the prevention of suicidal behavior.

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Screening and assessment protocols are regularly reviewed by OYA leadership to determine whether these screening measures are effectively identifying higher risk youth. The OYA recently implemented the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), as an additional source of information in making judgment about youth suicide risk.

53. HOW WE COMPARE

Comparative data are not available.

54. FACTORS AFFECTING RESULTS

The OYA Clinical Director reviews all incidents of suicidal behavior to determine if the situation meets the criteria for inclusion in the performance measure data and consults with staff and local clinicians on appropriate follow-up and intervention. Additionally, the OYA has consulted with national experts on youth suicide and established a suicide prevention policy grounded in best practice and the current body of research on the subject. This ongoing training allows staff and providers to better identify suicidal behavior, directly affecting the results of this measure.

Ensuring appropriate supports and resources are in place in the event that a youth displays risky self-harming behaviors is a critical piece in ensuring youth safety. The local OYA field staff work closely with county mental health to triage, screen, and provide intervention services for youth on parole or probation. The OYA also collaborates with county emergency services to access hospitalization services for high risk youth. In addition, OYA has contracted with two residential providers who serve youth with significant mental health needs and history of suicidal ideation. This resource has provided a needed relief for care of at-risk youth on probation status.

55. WHAT NEEDS TO BE DONE

- Continue to refine the agency's system of screening and assessment to ensure that youth profiles and risks are properly identified.
- Continue to place youth assessed at elevated suicide risk on suicide precaution levels that call for intervention and monitoring until risks are reduced.
- Increase emphasis on population matching with appropriate services and approaches in making decisions on placement.
- Emphasize safety in staff training as well as the maintenance of readiness to respond to youth exhibiting suicidal thoughts or behavior. Training for field staff should include information on youth trends in accidental deaths (e.g. resulting from experimentation with drugs or sex).
- Continue to review incidents that result in significant suicidal behavior in youth to determine what corrections or improvements are needed.
- Continue regular review whether residential providers are meeting contract requirements including reporting incidences.
- Continue to emphasize youth safety in youth services.
- Establish timely coordination and uniform access to services for youth with mental health issues at both the state and county levels.
- Provide annual ASIST training to all JPPOs.
- Train Juvenile Parole/Probation Officers to implement and interpret results from the MAYSI-II to provide additional information regarding youth risk.
- Continue to monitor the research literature on the assessment of and interventions for suicidal behavior.
- Increase the availability of suicide prevention training to contracted community providers.
- Streamline the agency's youth incident reporting to ensure common definitions and consistent documentation of incidents across field and facility staff.

56. ABOUT THE DATA

This information is being reported for fiscal year 2008. This measure includes all youth in the field (not just those under provider supervision). Suicidal Behavior is defined as follows: Serious Suicidal Behavior – significant tissue damage (i.e., probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., overdoses of meds; objects around necks where marks are left). Field staff record suicidal behaviors in JJIS as they occur and the Clinical Director subsequently reviews each incident. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, OYA served approximately 1,265 youth in residential

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and foster care placements. In total, there was one incident reported. Rates of suicidal behavior for field youth are not calculated because this KPM reflects incidents for all OYA youth in the field, not just those in substitute care; days of opportunity figure is not available for the entire OYA field population.

KPM #6	INTAKE ASSESSMENTS Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.	Measure since: 2006
Goal	ASSESS RISK – Improve the effectiveness of correctional treatment by assessing youth criminogenic risk and needs for reformation.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data source	Juvenile Justice Information System (JJIS) KPM6 Risk & Needs Assessment	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

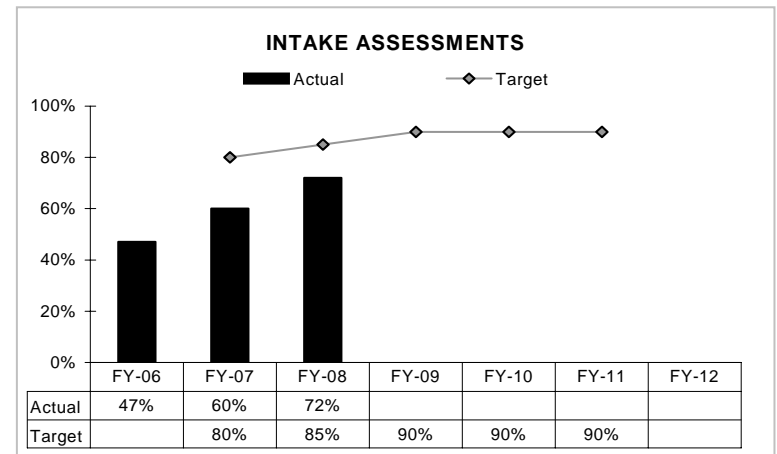
57. OUR STRATEGY

Ensure all youth are assessed in a timely manner using the OYA Risk/Needs Assessment (OYA/RNA) tool through:

- Centralizing facility intake to add consistency to the assessment process.
- Training all new facility intake staff and Juvenile Probation and Probation Officers (JPPOs) on how to appropriately administer and interpret results of the OYA/RNA.
- Providing ongoing training for staff on policies related to OYA/RNA and case planning, including designated timeframes for completing assessments.

58. ABOUT THE TARGETS

Aggressive targets have been established for this measure, because accurate and timely assessment of youth criminogenic risk and need is the foundation for appropriate case planning. The target for fiscal year 2008 was 85% of assessments completed within 30 days of commitment, with an increase to 90% anticipated in fiscal years 2009 through 2011.



59. HOW WE ARE DOING

Performance on this measure for fiscal year 2008 showed continued positive movement toward meeting the established target of 85%. Although there was a substantial increase in performance over fiscal years 2006 through 2008, the agency fell shy of the target of 85% in 2008. Training for all staff who administer the OYA/RNA has been completed, and the curriculum for new staff orientation includes an introduction to the assessment tool. Utilizing a standardized risk needs assessment tool is a relatively new process, and the OYA management expects that as staff continue to become familiar with processes, there will be improvements on this measure during the next fiscal year. The agency will continue to emphasize to staff the importance of timely administration of risk needs assessments.

60. HOW WE COMPARE

National risk assessment data are not available. Many juvenile justice systems have not yet started to use standardized and valid risk assessment tools.

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61. FACTORS AFFECTING RESULTS

Key factors influencing the OYA's results on this measure include staff training and monitoring compliance with this measure. In facility environments, youth are available in a controlled and structured environment, which makes interviews and assessments easier to complete. As a result, completion of intake assessments within timelines is quite high in close custody facilities. In the community settings, access to the youth is sometimes more difficult to arrange and creates difficulty in assuring timely assessments. Consequently, meeting timelines continues to be a challenge. An additional factor affecting both facility and field intake assessments is the ready availability of background information on youth cases. Finally, a technical factor that has skewed reported performance outcomes in this area is "locking" completed assessments in the agency's Juvenile Justice Information System (JJIS). Assessments are not considered completed until they have been locked by staff in JJIS.

Recently, the OYA revised the RNA training for new employees to better address key software changes that have occurred since the RNA was implemented in 2004. As a result of updating training protocols to reflect current agency standards and practice, coupled with ongoing technical training to staff, it is expected that the accuracy of this KPM data will continue to improve in the future.

62. WHAT NEEDS TO BE DONE

- Continue to provide ongoing training to all staff involved in administration of the assessment tool.
- Continue to monitor staff performance in meeting the performance measure's aggressive time requirements.
- Continue to emphasize the importance of the agency's assessment protocols and emphasize timely and consistent assessment of youth in both facility and field environments.
- Continue to monitor whether completed risk/needs assessments are being locked in a timely manner in JJIS and provide ongoing technical training in JJIS data entry requirements.
- Develop capacity for community residential assessment and evaluation.
- Provide ongoing training to management on Seagate reports used to ensure KPM data is captured and staff comply with policies (i.e., RNA timeframes).
- Continue to provide automated monitoring reports (i.e. youth without RNA KPM6) to supervisors in order to facilitate completion of risk/needs assessment.
- Continue discussions with County Juvenile Departments regarding use of the OYA/RNA to assess youth at the county level.

63. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA completes the OYA Risk/Needs Assessment on all youth to determine their risk to re-offend, as well as to determine their needs and the positive influences in their life. The OYA/RNA resides in JJIS and is completed by the OYA staff assessing the youth. OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, approximately 72% of youth received an intake assessment within 30 days of commitment or admission.

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KPM #7	CORRECTIONAL TREATMENT Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA Risk/Needs Assessment (RNA) within 60 days of commitment or admission.	Measure since: 2006
Goal	TARGET TREATMENT – Improve the effectiveness of correctional treatment by targeting youth offenders’ criminogenic risks & needs.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data source	Juvenile Justice Information System (JJIS) KPM7 Case Audit	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

64. OUR STRATEGY

Assure that each youth assessed using the OYA Risk/Needs Assessment (OYA/ RNA) has an individual case plan developed in a timely manner. This KPM links closely with KPM #6, timeliness of assessment. Staff use information obtained about individual youth during the assessment process is used to develop meaningful case plans which target known predictors of future criminal behavior. To address timely completion of case plans, the OYA strategy includes:

- Training facility and field staff to develop individualized case plans that target risks and needs.
- Training staff to accurately interpret OYA/RNA results to provide the basis for case plan development.
- Training staff to accurately document work within the JJIS automated case planning system.

65. ABOUT THE TARGETS

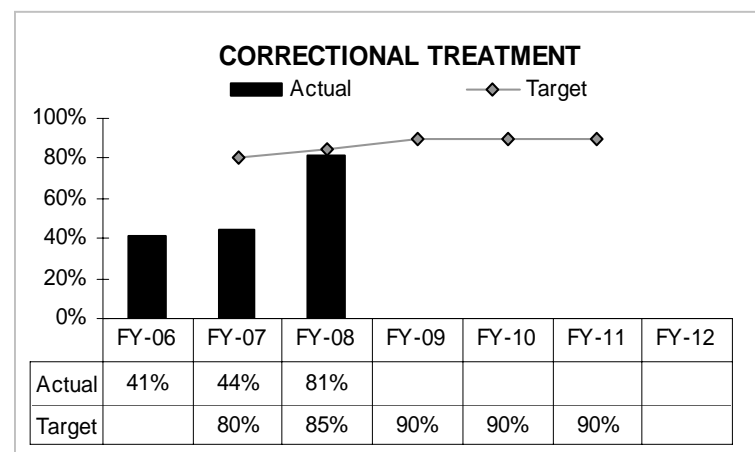
Aggressive targets have been established for this measure – 85% for fiscal year 2008, with an additional 5% increment targeted in fiscal years 2009 through 2011. These targets were established with the recognition that timely case plan formulation after assessing criminogenic risk and need is key in determining appropriate service provision. The agency has made substantial progress toward meeting this critical target since it was recently established.

66. HOW WE ARE DOING

JJIS automated case plans have been in existence since April 2006. While the 81% rate is lower than targeted for fiscal year 2008, it reflects a substantive increase in performance from the previous year. Training of all staff responsible for administering the OYA RNA has been completed. In addition, the curriculum for new staff orientation now includes an introduction to the assessment tool. In spring 2008, the agency completed staff training focused on interpreting the OYA/RNA results to develop effective case plans. These trainings contributed to improvements. In the next fiscal year, the agency will continue to provide OYA/RNA and case plan formulation training.

67. HOW WE COMPARE

National risk assessment and case plan development data are not available. However, according to the PbS Jurisdiction Outcome Measure Comparison report published in May 2008, OYA is at or above the average of the 184 participating agencies in 28 states for youth case planning.



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68. FACTORS AFFECTING RESULTS

Staff training, compliance monitoring, and continued use of a Multi-Disciplinary Team approach to treatment planning are all factors that have improved performance on this measure. In the facility settings, youth are available in a controlled and structured environment. This makes interview and assessment, followed by case plan development soon after admission to treatment unit, easier to accomplish. In the community settings, access to probation youth is sometimes more difficult to arrange, which creates challenges in assuring timeliness of assessment and subsequent case plan development. An additional barrier common to both facility and field is the lack of background information on youth when committed to OYA probation or admitted to an OYA facility.

69. WHAT NEEDS TO BE DONE

- Emphasize the importance of obtaining youth information from the county of commitment at the point of the youth's commitment to OYA. Review co-management agreements and pursue discussions to improve how information is transferred at point of OYA commitment.
- Continue to emphasize the importance of the agency's assessment protocols and the timely and consistent assessment of youth in both facility and field environments.
- Continuously review the process to monitor whether risk/needs assessments are being completed and documented in JJIS.
- Provide ongoing training to all staff involved in administering the agency's risk assessment tool and formulating case plans from the risk assessment results.
- Continue to emphasize the Multi-Disciplinary Team approach to case management, centered on the youth case plan as the framework document.
- Continue to monitor, modify, and streamline the case plan audit process used to determine the quality of youth case plans.

70. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA Risk/Needs Assessment within 60 days of commitment or admission. To count toward the measure, OYA staff must complete a youth's OYA/RNA and case plan, both of which reside in JJIS. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, approximately 94% of youth in close custody and 65% of youth in field placements had their case plans completed within 60 days.

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KPM #8	EDUCATIONAL SERVICES Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.	Measure since: 2006
Goal	PROVIDE EDUCATION– Provide education programming that prepares youth offenders for responsibility in the community.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data source	Juvenile Justice Information System (JJIS) KPM8 Education Services	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

71. OUR STRATEGY

Work with education contractors in facilities and with education providers in the community to assure that each youth receives appropriate educational assessment in a timely manner. The strategy includes:

- Assessing youth for educational needs through the OYA Risk/Needs Assessment and specialized assessments.
- Reviewing case plans monthly to monitor progress toward reaching the case plan goals, including education needs.
- Providing automated JJIS reminders and data collection tools for education information.
- Using the Multi-Disciplinary Team (MDT) process to ensure needed services are readily identified and referrals are made based on individual youth needs.
- Increase partnerships with local school districts to enhance educational services and opportunities.

72. ABOUT THE TARGETS

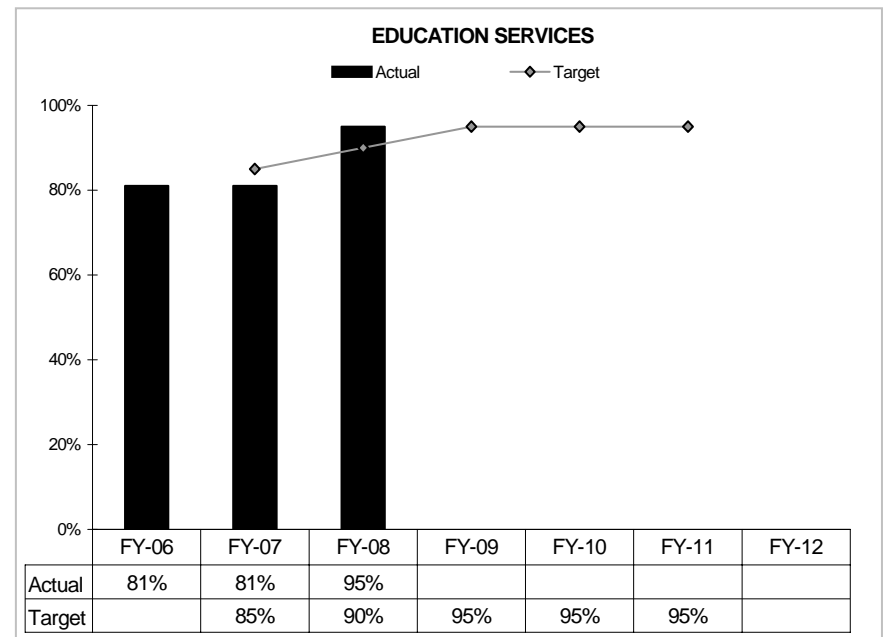
Targets for this measure have been established based on research which shows appropriate educational programming has a positive impact on reducing future criminal behavior. This measure focuses on the link between an open education domain and verification that the identified services are being, or have been, delivered.

73. HOW WE ARE DOING

The OYA's performance in this key measure in fiscal year 2008 exceeded the agency's target of 90%. This reflects the agency's continued emphasis on appropriate educational assessment and timely educational service delivery.

74. HOW WE COMPARE

National education assessment and case plan development data are not available. The OYA's Education Services key performance measure mirrors the outcome measure relating to delivery of education services from the national Performance-based Standards (PbS) project. Over the last five years, OYA has performed well above the average for



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facilities participating in the PbS project, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

75. FACTORS AFFECTING RESULTS

Several factors have had a positive influence on this measure: Staff training, communicating with education contractors and providers about the timelines and expectations of this KPM, and continued use of the MDT approach. An additional factor affecting performance on this measure for both facility and field staff is the ready availability of background information and previous educational transcripts on the youth, particularly those who have been away from academic programming for some time.

76. WHAT NEEDS TO BE DONE

- Conduct case audits quarterly to ensure appropriate and timely receipt of educational services.
- Continue training for field staff on documentation requirements for youth education in JJIS to increase accuracy of the data.
- Develop and deliver training for Juvenile Parole/Probation Officers on the requirements of special needs youth and the education system.
- Continue to work with the Oregon Department of Education (ODE), which oversees OYA facility education programming, and local schools. In particular, coordinate the transfer of school records to expedite the enrollment process (i.e., by-pass the standard 21-day waiting period).
- Continue to emphasize timely and consistent educational assessment of youth in both facility and field settings.
- Further communicate and clarify performance expectations with education contractors and partners.
- Continue to develop and implement Inter-Governmental Agreements with school districts throughout Oregon, as well as with local educational systems in partnership with ODE.
- Emphasize agency expectations with regard to reviewing the education domain of the youth's case plan during quarterly MDT meetings.
- Continue to work with stakeholders to increase educational opportunities through grant funded projects such as Project Stay Out and the Juvenile Rights School Works project.
- Formally assign an OYA liaison to work with ODE to ensure youth education special needs are met and obstacles overcome.
- Increase advocacy efforts for youth with identified educational deficits.

77. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan, which is maintained in JJIS. This measure includes OYA youth in facilities, on probation or on parole. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, approximately 95% were receiving appropriate intervention within 60 days of commitment or admission.

Budget Narrative

KPM #9	COMMUNITY REENTRY SERVICES Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risks and needs (domains) identified in OYA case plan	Measure since: 2006
Goal	COMMUNITY REENTRY SERVICES – Continue to provide effective correctional services to youth offenders released from close custody facilities.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data source	Juvenile Justice Information System (JJIS) KPM9 Youth Released from OYA Facility	
Owner	Karen Andall, Assistant Director, Field Operations (503) 373-7234	

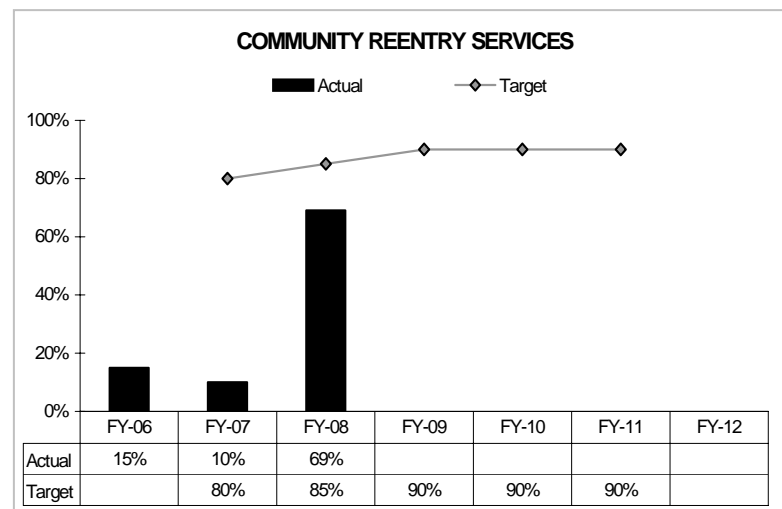
78. OUR STRATEGY

The OYA employs a variety of methods to ensure youth receive transition services, including:

- Training all staff in evidence-informed case management and the importance of transition planning.
- Assigning a Juvenile Parole Probation Officer to each youth at time of commitment to follow youth for their entire stay with OYA (e.g. from probation to close custody to parole).
- Encouraging contracted providers to actively participate in transition planning prior to youth release from close custody.
- Ensure youth case plans contain transition goals and that services are provided according to case plan and MDT recommendations.
- Conducting review hearings prior to youth transitioning from close custody and conduct case audits to ensure youth receives transition services within 30 days of release from close custody.

79. ABOUT THE TARGETS

In fiscal year 2006, the OYA established the current targets based on the belief that linking youth to appropriate transition services is a critical factor in decreasing the likelihood a youth will commit additional crimes. Although data show that the OYA did not successfully meet its fiscal year 2008 target, the targets set forth by the agency appear to be realistic and attainable.



80. HOW WE ARE DOING

As reported in previous years, data collection issues continue to pose challenges in reporting this KPM. However, the OYA has focused much effort in resolving these issues, and as a result, has significantly increased the percentage of youth receiving transition services (from 10% documented cases in FY 2007 to 69% in FY 2008). The OYA is certain the vast majority of youth reported are receiving the transition services needed and will continue to focus efforts on improving documentation and accuracy.

81. HOW WE COMPARE

National transition planning data are not available. However, the Performance-based Standards (PbS) project provides comparative data. The two outcome measures related to transition plan completion are included in the Reintegration Goal of the PbS Project. OYA has performed at a high level since these standards were established in 2002, showing plan completion rates exceeding the average, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2008.

Budget Narrative

82. FACTORS AFFECTING RESULTS

The primary factor affecting transition planning for placement and service coordination is the close custody bed capacity. At times, capacity limits require untimely/unplanned youth releases, which may adversely impact the transition planning process. A Multi-Disciplinary Team meets quarterly to review youth progress and to determine transition planning activities. However, this is very difficult to accomplish with untimely releases.

The OYA has coordinated local services to include Functional Family Therapy, an evidence-based approach to working with youth and families upon return to the community, and recently completed a solicitation for re-entry services statewide. These activities have direct impact on youth release and transition back into the community. Additionally, the Office of Minority Services provides transition services for minority youth returning from facilities.

The OYA has continued to coordinate a variety of evidence-based services to be available in local areas. Specific reintegration contracts have been awarded to providers to provide re-entry services and support to youth. Services focus on skill development and positive pro-social engagement in the community. These activities have direct impact on youth release and transition back into the community. Additionally, the Office of Minority Services provides transition services for minority youth returning from facilities in our Salem and Portland Metro Area. The lack of skilled resources in some of the state's remote areas continues to impact the availability of providing a large continuum of needed services to some youth.

The primary factor affecting a timely transition with planning for placement and service coordination is close custody bed capacity. At times, capacity limits require untimely/unplanned youth releases, which adversely impact the transition planning process. A Multi-Disciplinary Team meets quarterly to review youth progress and to determine transition planning activities. However, this is very difficult to accomplish with untimely releases.

83. WHAT NEEDS TO BE DONE

- Continue to provide staff training and coaching on best practice in transition planning as well as OYA case plan documentation standards.
- Continue to use the Field Supervisors Case Audit process to review and assess transition plans and services.
- Fully implement the Multi Disciplinary Team process in which all core team members and other treatment providers provide input at quarterly meetings (i.e., youth, JPPO, family member, mental health professional, etc.) to better ensure successful transition.
- Continue to engage community providers throughout the case planning process, particularly prior to youth transition from close custody.
- Emphasize pre-qualification of youth for Social Security services prior to release from close custody and educate staff regarding this process. This ensures that once the youth is in the community these benefits are available immediately.
- Evaluate current community bed capacity to determine if current needs are being met.
- Review and reorganize, if necessary, community transition capacity to best match services to accommodate the needs of youth offenders.
- Continue to actively recruit for providers who offer reintegration and transition services.

84. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in each youth's OYA case plan, which is maintained in the Juvenile Justice Information System (JJIS). A supervisor audits the youth's case plan to determine whether the youth received transition services within 30 days. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, there were approximately 518 youth released from close custody during the fiscal year, and 69% of them received transition services.

Budget Narrative

KPM #10	SCHOOL AND WORK ENGAGEMENT Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement	Measure since: 2006
Goal	SCHOOL & WORK ENGAGEMENT – Engage youth offenders placed in the community with school and/or work immediately.	
Oregon Context	Benchmark 65. Juvenile Recidivism.	
Data source	Juvenile Justice Information System (JJIS) KPM 10 - Engaged in School or Work	
Owner	Karen Andall, Assistant Director, Field Operations (503) 373-7234	

85. OUR STRATEGY

Ensure that probation and paroled youth offenders are engaged with school and/or work in the community through:

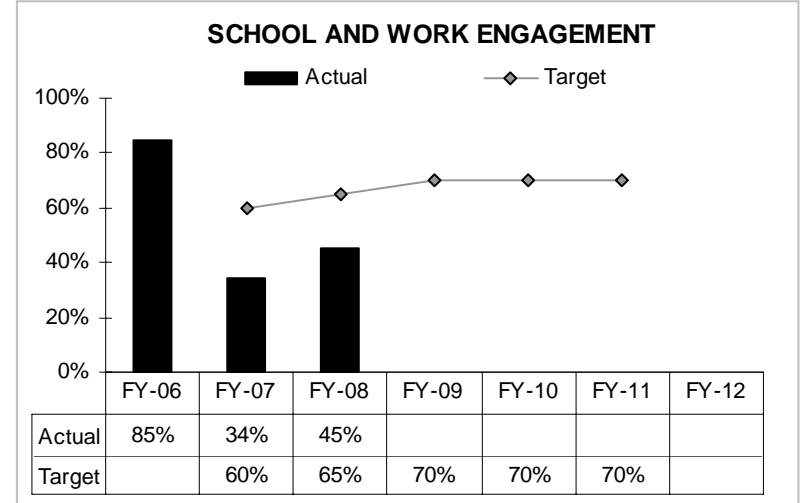
- Fostering ongoing partnerships with local school districts using the Department of Education Memoranda of Understanding (MOUs) to ensure work or school enrollment following release from close custody.
- Encouraging participation from education and vocational rehabilitation service partners at Multi-Disciplinary Team (MDT) meetings.

86. ABOUT THE TARGETS

In fiscal year 2006, the OYA established the current target, recognizing that immediate youth engagement in work or school after a placement change has a considerable impact on the likelihood that a youth will commit additional crimes. Although data show that the OYA did not successfully meet its fiscal year 2008 target, the agency believes the targets for fiscal years 2010-2011 are realistic and attainable.

87. HOW WE ARE DOING

By statute, the OYA communicates all youth release information to local school districts. There was an increase of 11 percentage point in school and work engagement since fiscal year 2007, although the agency fell shy of meeting its FY 2008 target. Please note that the high level percentages reported in fiscal year 2006 were the result of a different data collection methodology. The OYA has developed a method for reporting youth engagement in JJIS and anticipates a continued increase in documentation of school and work engagement in future reporting periods.



88. HOW WE COMPARE

Comparative data are not available.

89. FACTORS AFFECTING RESULTS

Engaging youth in school or work is a priority for OYA staff working with youth in the community but the reality of securing employment and re-engaging youth in school is challenging. In previous years, youth transitioning from close custody encountered difficulty securing employment or enrolling in higher education classes due to not having official identification documentation. To alleviate this barrier and increase youth engagement, the Driver and Motor Vehicle Division now allows youth to use their OYA ID

Budget Narrative

card as official address identification. In doing so, youth may obtain Oregon identification cards more readily than in the past. Additionally, funds have been allocated to support the purchase of youth identification cards as needed. However, changes in 2008 federal ID requirements may again pose a challenge for OYA youth attempting to obtain IDs for employment.

The OYA collaborates with numerous partners to provide opportunities for youth, including General Education Diploma (GED) tutorial and testing, alternative school placements, vocational training, transition to mainstream school, business to hire programs, and professional mentors. Agreements between OYA and school districts and other community partners, provide avenues for addressing this challenge. As part of these agreements, youth are provided a copy of their official education transcript upon leaving a close custody facility to ensure youth can be enrolled in school after release. Additionally, the OYA strongly encourages partners to participate in MDT meetings for youth in OYA custody. These inter-agency collaborations help to ensure continuum of care with regard to work and school and ultimately increase the likelihood youth will be engaged in school or work within 30 days following release from a close custody facility.

To heighten awareness regarding the importance of this KPM and to streamline the documentation process, the OYA has created automatic reminders in JJIS. Every 30 days a “pop up” screen appears in JJIS that inquires about the engagement status of youth in work and school. OYA Juvenile Parole and Probation Officers (JPPOs) are expected to update this information when the screen appears. Since the feature is relatively new and staff are adjusting to the new process, the agency expects documentation reliability to increase in the future.

90. WHAT NEEDS TO BE DONE

- Continue to work towards MOUs with all school districts to expedite the enrollment process at release from close custody.
- Improve provision and transfer of relevant education records between schools, OYA close custody facilities, and OYA field offices to reduce interruption of education engagement.
- Educate staff on Individuals Disability Education Act (IDEA) federal regulations which mandate that youth are entitled to be served within three days of enrollment in public school.
- Continue to use the MDT process to develop educational and employment goals in the youth case plan and encourage participation from education and vocation partners.
- Fully automate and implement quarterly case audits to ensure appropriate and timely receipt of transition services, particularly those related to work and school engagement.
- Continue to monitor and evaluate a youth’s engagement in school and work every 30 days and record the information in JJIS.
- Provide additional training to staff on documenting school and work engagement.
- Create an agency expectation that Individual Education Plans (IEP) will be reviewed within ten days of changing school placement.

91. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement. OYA staff regularly update the youth’s school/work status in JJIS. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, there were approximately 791 youth qualifying for this KPM, and 45% of them were reported as engaged in school or work within 30 days of placement.

Budget Narrative

KPM #11	RESTITUTION PAID Percent of restitution paid on closed orders during the fiscal year.	Measure since: 2006
Goal	YOUTH ACCOUNTABILITY – Provide certain, consistent sanctions for youth offenders and support the concerns of crime victims.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) Condition Report Extract 223d	
Owner	Karen Andall, Assistant Director, Field Services (503) 373-7234	

92. OUR STRATEGY

Assure accountability of restitution payment through:

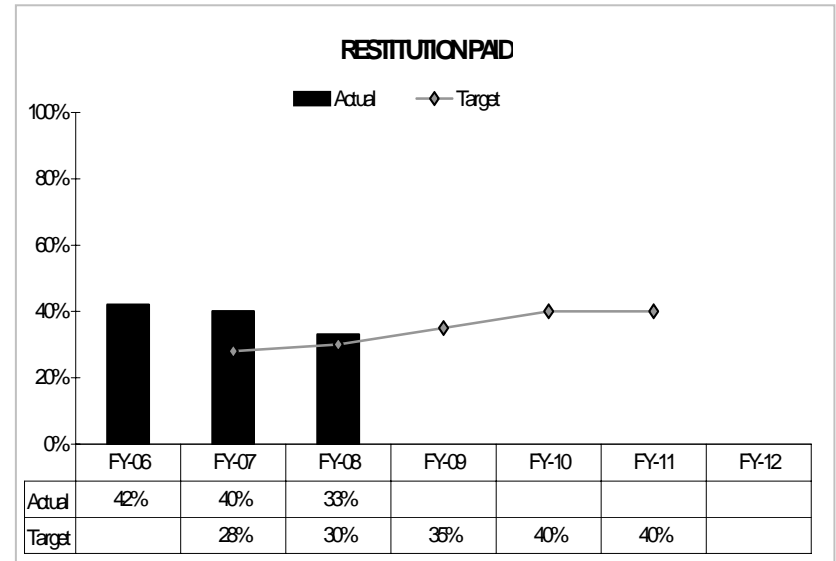
- Implementing standardized data collection practices for restitution.
- Training staff on how and when to record restitution in JJIS.
- Developing opportunities for youth to earn money in facility and community programs to pay restitution.
- Work with courts and local partners to increase system accountability to restitution payments.

93. ABOUT THE TARGETS

OYA strives to utilize strategies and activities to address and improve performance to meeting this target. The agency recognizes the importance of restitution as part of teaching youth accountability and therefore has set realistic targets for this measure.

94. HOW WE ARE DOING

The OYA exceeded the fiscal year 2008 target, although the percentage of restitution paid decreased from the last reporting period. The agency continues to face a number of challenges on this measure including a youth's ability to earn or access funds to pay restitution.



95. HOW WE COMPARE

This KPM is based on the percentage of restitution owed at the time the condition closes. For comparisons to be meaningful, the percentage of conditions closed as “Accepted as Complete” should also be considered. For OYA closed conditions, 35% of total restitution dollars were paid; however, 40% of closed conditions were closed as “Accepted as Complete.” OYA’s restitution payments on closed conditions are lower than those of Oregon county juvenile departments, which averaged, 53% of total restitution dollars paid and 70% of closed conditions “Accepted as Complete.”

96. FACTORS AFFECTING RESULTS

Incomplete data collection is a key factor influencing results for this measure. Formal restitution payments may be made directly to the court and are entered into the Oregon Judicial Information Network (OJIN), the court automated system. This system does not interface with JJIS, resulting in incomplete data.

Budget Narrative

97. WHAT NEEDS TO BE DONE

- Increase accuracy of data by working with counties to provide restitution information on all youth.
- Provide ongoing training for OYA staff regarding restitution orders, case closure updates and methods for promoting restitution payment compliance.
- Include analysis and strategies for compliance with restitution requirements during MDT's (Multidisciplinary Team meetings) for all youth offenders. supervised in OYA custody, whether in community or facility placements.
- Make note of restitution in all transition plans.
- Develop payment plans to comply with Court orders.
- Continue to work with stakeholders to increase employment opportunities for youth in community.
- Include in local OYA-county co-management agreements processes to streamline and coordinate restitution processes and to provide access for youth to local work and community service programs.
- Increase accuracy of data by working with counties to provide restitution information on all youth.
- Assess restitution requirements during MDT's with residential providers.

98. ABOUT THE DATA

This information is being reported for fiscal year 2008. OYA measures the percent of restitution paid on restitution orders closed during the fiscal year. Restitution orders are established by the court, and OYA staff enter restitution payments into JJIS. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2008 fiscal year, 33% of restitution on closed orders was paid.

Note that the amount of restitution paid does not always represent the youths' fulfillment of obligations to make payments to their victims or the victims' receipt of compensation for damages. For example:

Oregon law requires that judges order restitution based on the amount of loss to the victim and that restitution orders also be recorded similar to judgments in a civil action. Commonly called money judgments, these orders extend obligations to make reparations to victims beyond juvenile justice supervision. Any unpaid restitution at the close of supervision is reflected with a closing status of money judgment at the time the court ordered restitution is closed. This procedure acknowledges a youth's ability to pay and make satisfactory progress while under supervision plus continue as a court ordered obligation once supervision ends. The amount of money subsequently collected pursuant to the money judgment is not tracked in JJIS and will not be reported.

Youth can satisfy restitution obligations to victims in a number of ways, often determined through mediation. If the youth performs community service or satisfies other alternative negotiated conditions in lieu of restitution, the restitution order can be vacated by the court or otherwise considered accepted as complete. In these cases, the amount ordered and amount paid at closure will be different, and the condition will be closed Accepted as Complete.

Budget Narrative

KPM #12	PAROLE RECIDIVISM Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the County or State in the following fiscal year(s) (at 12, 24, and 36 months).	Measure since: 2003
Goal	PUBLIC SAFETY – Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j & 255c	
Owner	Karen Andall, Assistant Director, Field Operations (503) 373-7234	

99. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

- Implementing evidence-based practices in OYA facilities and field.
- Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need prior to and upon release

100. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2007.

101. HOW WE ARE DOING

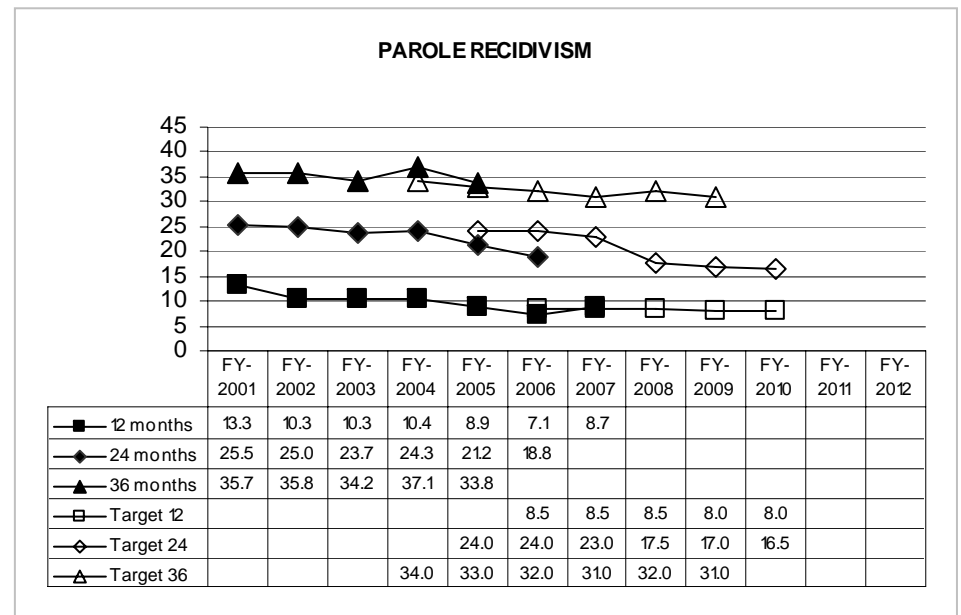
Overall there has been a downward decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their parole from OYA close custody. OYA did not meet the 12-month target of 8.5 percent for the fiscal 2007-2008; the rate was slightly above target at 8.7 percent. Parole recidivism was considerably below the 24-month target but slightly above the 36-month target.

102. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

103. FACTORS AFFECTING RESULTS

Data show an increase in 12-month recidivism rates reported for OYA youth paroled in fiscal year 2007 compared to the prior year. However, OYA has made much progress since 2001 in reducing recidivism rates. The OYA attributes this overall decline to a number of factors, including implementing a standardized risk needs assessment to



Budget Narrative

determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. The OYA has also implemented a number of evidence-based curricula in its close custody facilities and has trained all facility and field staff on cognitive behavioral interventions. The OYA anticipates that with the implementation of these research proven practices, recidivism rates will continue to decrease over time.

104. WHAT NEEDS TO BE DONE

- Continue the validation study of the OYA/RNA tool to ensure OYA is appropriately identifying the risk level of youth. This will also allow OYA to identify treatment interventions for those youth at highest risk of re-offending.
- Continue to improve the matching of youth risks and needs with treatment interventions and programs. Youth with lower risks to re-offend will be separated from youth with highest risks to re-offend. Additionally, higher risk youth should receive the highest intensity of services when compared with their lower risk counterparts.
- Encourage and support the use of evidence-based practices in contracted community residential programs.
- Encourage Multi-Disciplinary Teams to carefully map out and coordinate transition services prior to youth release on parole.
- Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
- Continue training efforts to assure staff have the knowledge and competencies to deliver effective interventions.
- Continue efforts with Department of Human Services Addictions and Mental Health Services to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.
- Continue to conduct recidivism studies of various programs and interventions including measures of new referrals and arrests with available data. Analyzing performance with more sensitive measures will assist the OYA in detecting positive outcomes, help identify targets for intervention, and increase program fidelity. This will enable the agency to make the necessary changes and adjustments more quickly.

105. ABOUT THE DATA

In OYA, recidivism is comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates "recidivism" - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation Unit provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism.

Budget Narrative

KPM #13	PROBATION RECIDIVISM Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the County or State in the following fiscal year(s) (at 12, 24, and 36 months).	Measure since: 2003
Goal	PUBLIC SAFETY – Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c & 255c	
Owner	Karen Andall, Assistant Director, Field Operations (503) 373-7234	

106.OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:

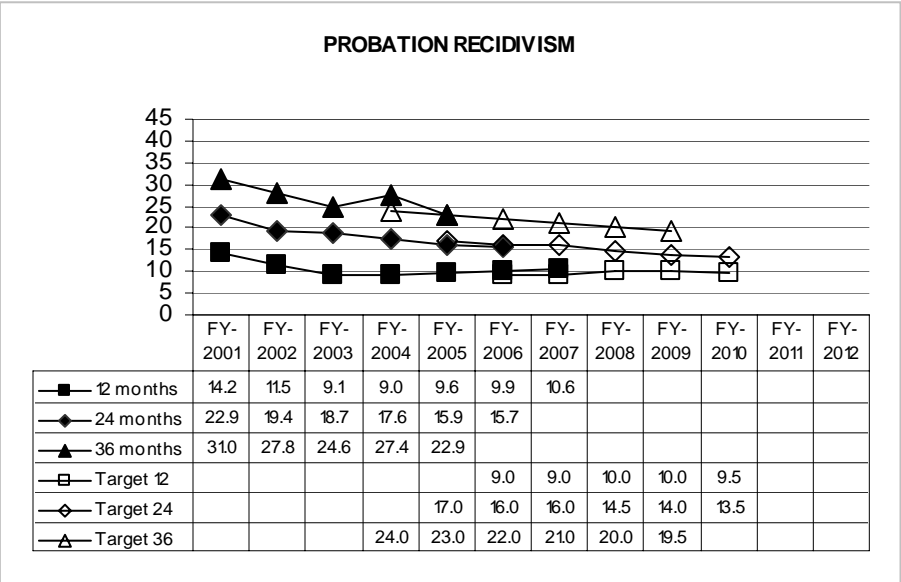
- Implementing evidence-based practices for youth in community settings.
- Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under the supervision of OYA.

107.ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2007.

108.HOW WE ARE DOING

Overall there has been a downward decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their probation commitment to OYA. However, data show there has been an increase in recidivism rates over the past three fiscal years for probation youth tracked for a 12-month period. OYA did not meet the 12-month target of 9.0 percent for youth committed to OYA probation in fiscal year 2007; the rate was above the target at 10.6 percent. Even so, rates for youth at 24-months and 36-months after commitment to OYA continue to decline. Overall this is positive news. OYA anticipates recidivism rates to remain at this level or to decrease as a result of implementing evidence-based practices in the field and monitoring program fidelity.



109.HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

110.FACTORS AFFECTING RESULTS

Data show an increase in 12-month recidivism rates reported for OYA probation youth committed in fiscal year 2007 compared to those committed in fiscal year 2006.

However, OYA has made much progress since 2001 in reducing recidivism rates. The OYA attributes this overall decline to a number of factors, including implementing a

Budget Narrative

standardized risk needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. The OYA has also contracted with providers using evidence based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact recidivism rates. Efforts focusing on school and work engagement may have contributed to decline in recidivism for the 24-and 36-month measures. The OYA anticipates that with the implementation of these research proven practices, recidivism rates will continue to decrease over time.

An analysis by OYA indicates that gender, crime type, and overall risk to re-offend all contribute to recidivism rates. Females and sex offenders have the lowest rates of recidivism. This means if there were a relatively few number of youth who were either sex offenders or females committed to probation, data may show an increase in recidivism rates simply because females and sex offenders have much lower recidivism rates than males and non-sex offenders. Recidivism rates may also be influenced by the number of probation commitments for youth identified as high risk for re-offending on the OYA Risk Needs Assessment. Other factors outside of the control of the juvenile justice system that may impact the OYA recidivism rate include local budget constraints.

111.WHAT NEEDS TO BE DONE

- Continue to match youth to programs based on individual risk and need factors.
- Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas.
- Continue focusing efforts on increasing youth engagement in work or school.
- Screen all youth committed to OYA probation for mental health and substance abuse service needs. OYA and the Department of Human Services Addictions and Mental Health Division will continue to work together to provide treatment services based on identified youth needs.
- Provide additional capacity to assess and evaluate youth in community settings.
- Continue to provide training on evidence-based services to OYA staff and community residential program staff.

112.ABOUT THE DATA

In OYA, recidivism is comprised of four variables: (1) a group of people – youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates “recidivism” - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation Unit provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism.

Budget Narrative

KPM #14	CUSTOMER SERVICE Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": Overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.	Measure since: 2006
Goal	CUSTOMER SERVICE – Excellence in public service.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) Assessment Report 262 Client & Family Customer Service Survey	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

113.OUR STRATEGY

The OYA surveys youth and families (mother and father) of youth terminated from OYA supervision, as they are the agency's most directly affected customers. The strategy for this performance measure includes:

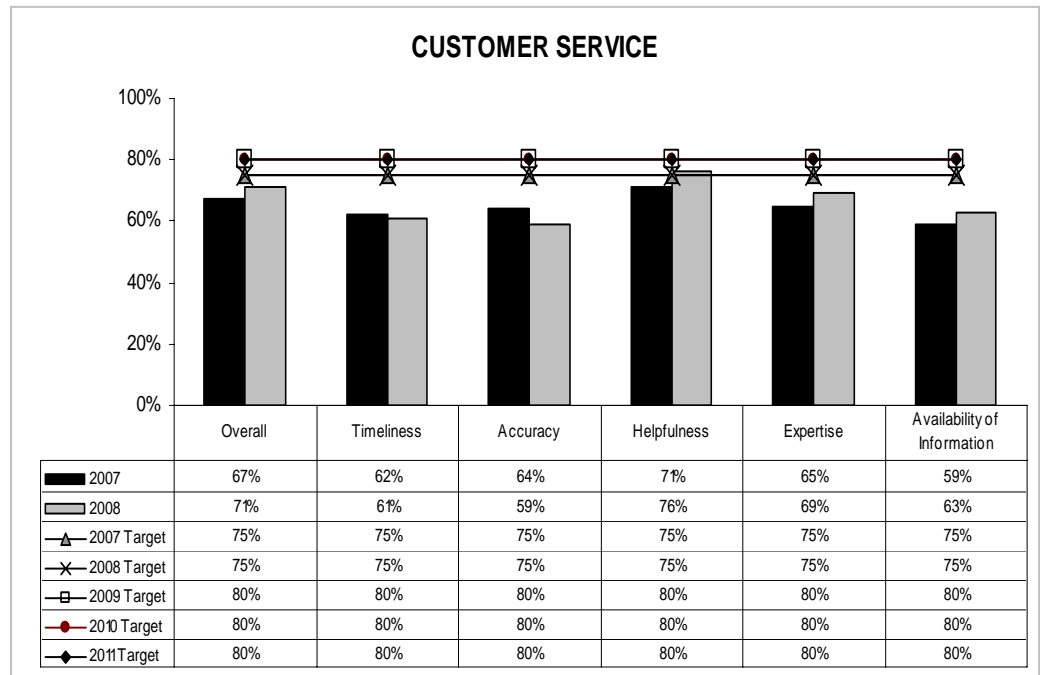
- Assessing the satisfaction of terminated youth and families regarding the agency's ability to provide timely and accurate services.
- Responding with helpful information by capitalizing on the expertise and knowledge of OYA staff members.

114.ABOUT THE TARGETS

Fiscal year 2007 was the first year the OYA surveyed youth and families of youth terminated from supervision with respect to customer satisfaction. Targets for fiscal years 2010 and 2011 were established using fiscal years 2007 and 2008 as a baseline for the measure. Prior to 2007, the agency surveyed members of the Citizen Review Board – which reviews agency planning for offenders – as its customer.

115.HOW WE ARE DOING

In 2008, "Helpfulness" continued to be the highest rated customer service criterion with 76% of respondents rating services as "good" or "excellent." The question regarding "Timeliness" had the lowest rating at 61%. The overall results indicate the agency is providing effective and efficient services to youth and families while delivering on the agency's mission to protect the public and provide opportunities for youth reformation. Many positive comments were received from survey respondents about specific staff or programs. Additional comments suggested a need for the agency to reinforce staff training, to monitor contracted providers effectively, and to foster open and honest communication with families.



116.HOW WE COMPARE

Comparative data are not available.

Budget Narrative

117. FACTORS AFFECTING RESULTS

Slightly more than 7% of youth and families of youth terminated from supervision during the fiscal year responded to the survey (see About Our Customer Service Survey for further information). Several factors may have limited the number of responses obtained. First, budget constraints influenced the amount of resources available for administering the survey. In particular, the agency implemented a one-time mail survey process, without follow-up. Second, to help customers feel more comfortable with providing feedback, surveys are anonymous; as a result, the agency cannot track survey respondents. This makes it impossible to target only non-responders with a reminder notice. Third, the demographics of our customer (delinquent youth and their families) may naturally affect their willingness to respond.

118. WHAT NEEDS TO BE DONE

The OYA is focused on methods to improve services to youth and families including:

- Implementing evidence-based treatment and training staff to consistently deliver treatment to youth.
- Enhancing communication between staff, our partners, youth, and families to maintain transparency with the public and agency stakeholders.
- Continuing to balance information sharing with a need for confidentiality and the treatment focus of the youth.
- Continuing to review the customer survey responses and develop a plan for continuous quality improvement of services and operations.
- Fully implementing monitoring measures to ensure contracted providers are delivering services according to OYA standards.
- Reviewing other customer service survey methodologies to determine whether a more effective, yet cost-efficient, survey process is viable.

119. ABOUT OUR CUSTOMER SERVICE SURVEY

This information is being reported for fiscal year 2008. OYA chose to survey the youth and family (mother and father) of those youth who were terminated from OYA supervision during fiscal year 2008. The data for this measure came to OYA via two self-administered mail surveys: *Final Service Survey – Client* and *Final Service Survey – Family*. The surveyed population consisted of youth who were terminated from OYA supervision and their parents who had a deliverable mailing address in JJIS. If a survey is returned as undeliverable, OYA mailed the survey to the forwarding address if available.

The survey methodology is essentially a convenience sample, as OYA attempts to survey everyone in the target populations. Because the survey does not depend on probability sampling, the methodology does not support the use of confidence intervals in describing the results. The OYA Research and Evaluation Unit extracts and reports the data.

The sample characteristics are as follows: The sample population is 519 terminated youth and 922 family members (mother and father) with deliverable mailing addresses in JJIS. The numbers of respondents were 37 youth and 64 family members (mother and father). The response rate was 7% for youth and 7% for family members, yielding an overall response rate of 7%.

Budget Narrative

Contact: Philip Cox, OYA Assistant Director, Program Office	Phone: (503) 373-7531
Alternate: Sharon Pette, Program Evaluation and Quality Assurance Coordinator	Phone: (503) 373-7412

1. INCLUSIVITY

The OYA continues to value input from staff, stakeholders, elected officials, and citizens regarding the development and revision of the agency's Key Performance Measures (KPMs). This fiscal year the OYA has not made any significant revisions to the current KPM language nor has the agency adopted any new performance measures to track agency progress. However, there have been some changes regarding the way in which data is collected for some of these measures. The brief narrative below summarizes these recent changes and attempts to describe the active involvement of staff, stakeholders, elected officials, and citizens in this process.

Staff: The OYA has ongoing discussions regarding KPM data, language, and data collection methods during monthly Facility Superintendents, Field Supervisors, and Statewide Quality Improvement (QI) Committee meetings. Information discussed in these forums, as well as in other committees (i.e. Evidence-based Initiatives Committee, QA Specialists, etc.) have contributed to the refinement and improvement of the agency's performance management system. Some of the revisions resulting from staff input are reflected in KPMs 3, 4, 5, 7, 9, and 10.

- *KPM 3 (YOUTH TO YOUTH INJURIES); KPM 4 (STAFF TO YOUTH INJURIES); and KPM 5 (SUICIDAL BEHAVIOR)*
The automated JJIS Youth Incident Report (YIR) has been fully implemented in all close custody facilities. Prior to the YIR, a number of forms were used to track this information, making interpretation and aggregation of the data time consuming and inefficient. As part of the YIR development process a workgroup was formed to determine the key elements critical to incident reporting. This workgroup was comprised of field, facility, and central office staff. The YIR is being piloted in several field offices.
- *KPM 7 (CORRECTIONAL TREATMENT) - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA Risk/Needs Assessment (RNA) within 60 days of commitment or admission*
In order to provide more value to the comprehensive treatment planning process, staff recommended the original timeframe be extended from 30 to 60 days. This allows enough time to observe youth behaviors, to complete a full OYA risk needs assessment, to place youth on a facility treatment unit or community program that best suits his/her unique risk, need, and responsibility factors, and to develop a case plan that will effectively address youth issues.
- *KPM 9 (COMMUNITY REENTRY SERVICES) – Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan*
This fiscal year, field services organized a number of workgroups to determine methods of increasing performance on selected KPMs. These workgroups made a number of recommendations related to increasing the accuracy of the data collected and ways in which the data can be better used by managers through automated reports. Examples of staff recommendations included:
 - a) Simplifying the field services quality assurance case audit process and better matching the JJIS audit questions to the KPM language.
 - b) Developing an automated report to help supervisors accurately track audits – completed and not completed. These changes are currently being implemented.
- *KPM 10 (SCHOOL AND WORK ENGAGEMENT: PAROLE) - Percent of youth living in OYA Family Foster Care, independently*

Budget Narrative

or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement

In previous years, the OYA reported separately on work and school engagement. Literature on evidence-based practices within the field of juvenile corrections upholds that youth who are positively engaged in work or school fare better than those who are not engaged. Research does not show a significant difference regarding the type of engagement (i.e. work and school) and therefore the agency combined these two measures.

Elected Officials:

- KPM 8 (EDUCATION SERVICES); KPM 9 (COMMUNITY REENTRY SERVICES); KPM 10 (SCHOOL AND WORK ENGAGEMENT)

The 2005 Oregon Legislature requested that the OYA develop a measure to track youth engagement following program release. To accommodate this request, the OYA tracks work and school engagement as well as the receipt of education and transition services.

Stakeholders: As stated previously, while the OYA does not have any new measures this fiscal year, the agency continually solicits information from stakeholder regarding the development and revision of KPMs through regular meetings including:

- *The OYA Advisory Committee* composed of county juvenile directors and juvenile courts, as well as representatives from Oregon Commission on Children and Families (OCCF), Criminal Justice Commission (CJC), Department of Human Services, Oregon Department of Education (ODE), Disability Rights of Oregon (formerly Oregon Advocacy Center), Juvenile Rights Project, law enforcement, Crime Victims United, community residential providers, District Attorney Association, Coalition of Advocates for Equal Access for Girls, and other stakeholders.
- *The Oregon Juvenile Department Directors Association (OJDDA)* partners which includes the OYA, Department of Human Services, OCCF, and county Juvenile Department Directors who meet on a monthly basis to discuss issues and outcomes effecting the juvenile justice system.
- *The Partners for Children and Families Committee* which includes representatives from Department of Health and Human Services, the OYA, OCCF, ODE, and local entities. Discussions focus on comprehensive case planning for youth with the intent of decreasing the likelihood youth will commit additional crimes in the community (*KPMs 12 and 13*).
- *The Data and Evaluation* subgroup of the Juvenile Justice Information Systems Steering Committee comprised of representatives from the OJDDA and the OYA.
- *The Native American, Hispanic and African American Advisory Committees* which include members from minority stakeholder groups who identify and resolve culturally specific issues.
- *The Community Residential Provider Forums* which involve contracted community residential providers who discuss performance and other operational issues.

Citizens: The OYA continues to improve the degree of citizen involvement in the development and revision of agency performance outcomes. The following are ways in which the agency has attempted to increase involvement of local citizens.

- Revising *KPM 14 (Customer Satisfaction)* to survey youth and families directly rather than using the Citizen Review Board as the agency's customer.
- Posting previous Annual Performance Progress Reports on the OYA website and encouraging citizens to provide input.
- Having a representative from *Crime Victims United* serve as a member on the OYA Advisory Committee, in which KPMs, particularly recidivism, are often discussed.

Budget Narrative

2. MANAGING FOR RESULTS

The OYA strategic plan provides the foundation on which the agency's performance measurement system operates. The OYA Key Performance Measures serve as high level outcomes which support this strategic plan. In addition, a number of intermediate outcomes exist that further support the agency's mission of youth safety (injuries, suicide, escapes, and runaways), accountability (restitution and risk/needs assessment) and reformation (intake, case plan, education, treatment and transition). It is important to note that the overall OYA performance measurement system goes beyond KPMs and is comprised of five components: KPMs, Performance-based Standards (PbS), Safety and Security reviews, the Correctional Program Checklist (CPC), and a formal quality improvement system that cross over to some degree. For the purposes of this report, a detailed summary of how KPMs are used to manage the agency as well as a short summary of additional performance measures are described below. The OYA recognizes the importance of using data to manage and continues to focus its efforts in this area. The ways in which the agency uses performance measures to monitor include:

JJIS Reports - The OYA performance measurement system is supported by automated systems that generate regular reports used to track agency progress in the area of youth and staff safety, incident responses, and youth reformation. As new programs are implemented, new automated reports are created - currently, over 400 reports are available to all OYA staff and stakeholders. Examples include the *Risk/Needs Assessment and Case Planning* progress reports which provide information on assessments completed, case plan goals updated, transition activities documented, Individualized Education Plan (IEP) services received, school and work engagement, and the degree to which youth meet restitution obligations (*KPMs 6, 7, 8, 9, 10 and 11*). Assistant Directors, Facility Program Directors and Field Supervisors can choose to receive this information automatically on a monthly basis. Additionally, KPM data is reviewed and discussed during regularly scheduled meetings of the OYA Directors Group and the Statewide QI Committee as well as shared throughout the year with Field Supervisors, Facility Superintendents, Camp Directors and QA Specialists.

Review of Critical Incidents – The OYA has an established system of incident review, which includes local management, Assistant Directors, and in certain cases, the OYA Clinical Director. All Youth Incident Reports (YIRs) are reviewed by local management and high risk level incidences are sent directly to the OYA Assistant Directors for attention. This streamlined reporting system ensures that important information related to youth and staff safety (*KPMs 1–5*) is communicated immediately to the appropriate parties.

Agency Implementation Plan – This fiscal year the OYA adopted a standardized “agency implementation plan” which allows for a planful approach when implementing statewide initiatives. As part of this plan, individuals responsible for implementation are required to determine how they will monitor progress. This formalized process ensures that performance management is a part of agency operations.

Unit Improvement Plans (UIPs) – The OYA has recently completed the piloting process for Unit Improvements Plan in close custody facilities and will begin piloting the plan in field offices in the fall 2008. The UIP is a quality improvement (QI) plan that allows field and facility managers to organize and track areas for enhancement specific to their work unit. Information related to KPMs can be included on the UIP, such as increasing the number of OYA risk/need assessments completed within the designated time frame (*KPM 6*) and/or case plans completed within 60 days of placement (*KPM 7*). The agency expectation is for local QI Committees to review their UIPs on a monthly basis.

Field KPM Workgroups - This fiscal year the OYA Field Supervisors convened several workgroups to determine methods of improving performance on each KPM. The workgroups generated a list of recommendations which are currently being implemented.

Quality Assurance (QA) Process Field Youth Cases– Field Services staff developed a QA protocol in which JPPO Field Supervisors utilize

Budget Narrative

a standard form to evaluate the quality of case planning for all youth who are paroled within 60 days of release. This form addresses a number of areas including whether youth received the community reintegration services they needed (*KPM 9*). The OYA Information Systems unit is currently developing a single report that will summarize information related to *KPM 6, 7, 8, 9, and 10*. This will allow Field Services managers to better utilize data in managing youth cases (i.e. right placement and right services) and consequently, impact KPM data.

Youth and Family Surveys – Data from customer satisfaction surveys (*KPM 14*), is used to measure how well the agency is meeting the needs of the youth and families it serves. The OYA Director’s Group uses customer survey information to help determine agency priorities and generate strategies for improvement.

Performance-Based Standards (PbS) and Safety/Security Reviews – These quality assurance processes assist the agency in determining progress in the areas of safety, reintegration, and reformation for close custody facilities. The PbS data collection process takes place twice a year while Safety/Security reviews occur once every two years. Although these data are not used directly in the reporting for *KPMs 1-4*, they are used by facility treatment managers to identify operational strengths and weaknesses and to develop Unit Improvement Plans (UIP).

Correctional Program Checklist (CPC) – The OYA uses the CPC instrument to measure the degree to which OYA close custody living units and contracted community residential programs use correctional treatment practices and interventions shown to reduce recidivism (i.e. assessing risk, targeting treatment to risk level of offenders, using cognitive behavior and social learning treatment approaches, etc.). Findings from the CPC are used by program administration to generate Unit Improvement Plans. This ongoing performance measurement provides a comprehensive picture of program integrity and enables OYA to determine how well it is achieving its mission of public safety and reformation, as well as strategic plan goals.

Multi-Disciplinary Team (MDT) Standards – The OYA established standards of conducting Multi-Disciplinary Team (MDT) meetings to ensure youth receive the identified educational, vocational, and other transition services (*KPMs 8 & 9*). Several OYA field and facility staff participated in developing these standards, as well as in developing checklists to ensure standards are successfully met.

Quality Improvement (QI) System “Re-alignment” – Currently, the agency is refining its Quality Improvement (QI) System to increase emphasis on using data to prioritize improvement areas and to make agency decisions. As part of this shift, the Statewide QI Committee will increase the frequency at which it reviews automated monitoring reports and will also increase the types of reports used in this oversight process. The committee will continue to develop solutions to systemic issues and make recommendations to the OYA Directors’ Operations group based on data trends. Furthermore, this system re-alignment includes the creation of local QI committees and training staff on using data to determine priorities for improvement (i.e. high risk/high frequency).

Budget Narrative

3. STAFF TRAINING

The OYA has made substantial effort to train staff regarding the value and practicality of performance measurements. These efforts include, but are not limited to, training in the areas of assessment interpretation, an overview of the components of effective correctional programming, and training on specific fidelity measures. More detailed examples of these trainings are presented below.

The OYA requires that all new staff participate in a one week New Employee Orientation training and direct care staff receive an additional three weeks of training. As part of this process, staff are educated on the OYA mission and the Principles of Effective Intervention, which serves as the foundation on which treatment and programming is delivered. In addition, agency performance measures, such as recidivism data, is shared as part of this training (*i.e.* *KPMs 12 & 13*). New employees are also trained on the practical value of keeping youth safe. Training focuses on using cognitive behavior interventions and de-escalation techniques that have been proven effective in managing aggressive youth behaviors. These training topics ultimately impact a number of KPMs including, but not limited to, *KPMS 3, 4, 5, 12 and 13*. Staff whose position descriptions include using assessment tools or developing treatment plans are also provided training on the use of the risk needs assessment and the OYA case plan (related to *KPMs 6, 7, 8, 9, and 10*).

In FY 07, all JPPOs received training in evidence-informed case management. Part of this training included research related to risk assessments, developing case plans, the importance of engagement in work or school, recidivism, and a number of other topics related to various KPMs (*6, 7, 8, 9, 10, 12 and 13*). Additionally, JPPOs were trained in the purpose and administration of the OYA youth and family surveys, which are used to gather information for *KPMs 14*.

This fiscal year field services staff received training on cognitive behavioral interventions, including training on specific treatment curricula used in OYA close custody facilities. Training on evidence-based treatment approaches allows field staff to effectively manage youth behaviors, thereby influencing several KPMs related to youth and staff safety (*KPMS 3, 4, and 5*). In turn, field staff educate parents and relatives of OYA youth, further impacting performance data.

In order to increase the accuracy of the performance data and to better ensure youth are placed appropriately according to youth risk, needs, and responsivity issues, the OYA revised the Risk/Needs assessment training for new field staff. The revised training includes information about KPM 6 and the role that staff play in agency performance. The training was piloted in June 2008 and will be fully implemented in the fall 2008.

The OYA educates staff on the purpose and the value of KPMs through focused communication in the agency's monthly newsletter, the "OYA Bulletin." Each month a different KPM is featured and the practical value as it relates to direct service staff is highlighted. Through this ongoing communication staff gain a better understanding of how their work is directly tied to the agency's mission and how the agency measures progress and performance.

Budget Narrative

4. COMMUNICATING RESULTS

Information sharing occurs on a regular basis with staff, elected officials, stakeholders, and citizens through a variety of avenues including site visits, electronic publications, Microsoft Outlook informational folders (agency-wide access), e-mails, regularly scheduled meetings, and formal presentations. The OYA's strategic plan goals support this commitment to enhance communication both internally and externally (i.e. with staff and with agency partners/stakeholders). Ways in which performance results are communicated include:

Staff:

- Regularly scheduled meetings – Regular meetings include the Directors Group, Statewide QI Steering Committee, the statewide OYA managers meeting, Field Supervisors, Facility Superintendents/Camp Directors, and Quality Assurance Specialists.
- Site visits –A site visit schedule is currently being developed in which OYA executive staff will visit all OYA field offices and close custody facilities. As part of this process, OYA leadership will discuss with staff strengths and areas of improvement as it relates to their individual site. These conversations will involve several of the performance areas discussed previously in this report.
- Electronic publications - The OYA currently uses two electronic publications to share information with staff and stakeholders regarding agency operational activities, evidence-based practices research, and performance measurement data. Each month a KPM is highlighted in the “OYA Bulletin” in an attempt to educate staff on ways in which the agency tracks progress. Some facility Treatment Managers and field supervisors use this publication as a mechanism to engage staff in their role and responsibility in contributing to successful outcomes. Additionally, the OYA has developed a formal plan to disseminate the customer satisfaction results (*KPM 14*) using the quarterly publication, “Directions.”
- OYA website – All agency reports are posted on the official OYA website. Reports include previous Annual Performance Progress Reports as well as the “OYA Biennial Report: 2005-2007,” which details agency progress in a number of performance areas.
- Automated JJIS reports – More than 400 reports are available to assist staff in managing caseloads. These reports provide information regarding agency performance and can be accessed according to individual interests.

Elected Officials:

- Interim Judiciary Committee - In compliance with state statute, the agency provides updates regarding activities and accomplishments related to SB 267 to the Interim Judiciary Committee. As part of this process legislators are afforded the opportunity to provide feedback on agency performance data and measures.
- Local Public Safety Coordinating Council (LPSCC) – every county in Oregon has a public safety council comprised of representatives including county commissioners, judges, district attorneys, and other elected officials. The OYA Field Supervisors meet with LPSCC on a regular basis and share agency performance information.
- “Through the Eyes of a Child” conference - The OYA Director formally presents to juvenile court judges at this annual conference. Information presented includes agency performance data and the status of implementing evidence-based practices. Feedback is solicited as to what types of data would be most beneficial to stakeholders, officials and Oregon citizens.
- The OYA Director and the Deputy Director visit local communities to speak with elected officials regarding agency performance. Individuals involved in these discussions include, but are not limited to county commissioners, judges, district attorneys and individual legislators.

Budget Narrative

Stakeholders:

- Electronic publications – As described above, the OYA uses two electronic publications to share information with staff and stakeholders on agency operational activities, evidence-based practice research, and performance measurement data. A new quarterly bulletin, entitled, “Directions” was created in 2007 for this purpose.
- Regularly scheduled meetings with stakeholders in which information regarding agency performance is shared include:
 - *OYA Advisory Committee Meetings* – this committee meets on a quarterly basis and serves in an advisory capacity to the Director regarding OYA services. Additionally, the “OYA Biennial Report: 2005-2007” which details agency progress in a number of key areas, was recently distributed to the OYA Advisory Committee members.
 - *Native American, Hispanic and African American Advisory Committees*
 - *Oregon Juvenile Department Directors Association (OJDDA)* monthly partner meetings
 - *Community Residential Provider Forum*
- OYA website – All agency reports are posted on the official OYA website. Reports include previous Annual Performance Progress Reports as well as the “OYA Biennial Report: 2005-2007” which details agency progress in a number of performance areas.

Citizens:

- Committee Representation - Crime Victims United, CASA, retired law enforcement officers, and other citizens serve on a variety of committees in which feedback on agency performance is solicited.
 - Internet Accessibility – The agency’s website, accessible by the public and agency partners, provides information frequently requested by users. A “contact us” button also appears on the website which provides citizens the ability to directly contact key OYA staff members. Additionally, the OYA’s website (www.oregon.gov/OYA/) underwent a statewide migration in August 2007 and as a result, is more user friendly for individuals with disabilities and allows easier access to agency performance information for all individuals.
 - Information Requests – Citizens may request agency performance information through individual requests on the OYA website.
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Budget Narrative

APPENDIX A - GLOSSARY

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

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

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

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

Principles of Effective Intervention – those program characteristics research has shown are correlated with reducing recidivism.

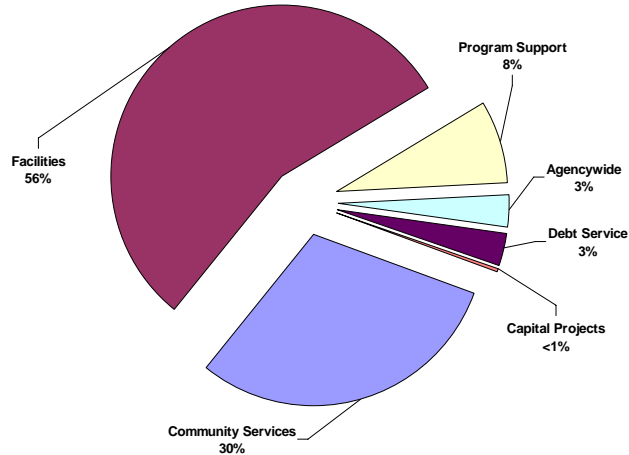
Recidivism rate – the rate at which youth re-offend once released from an OYA close custody facility or when committed to OYA probation. KPMs 12 and 13 address this key performance measure (defined in both cases as a felony adjudication or conviction).

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

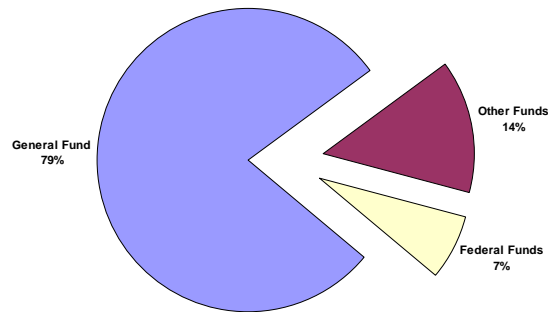
Budget Narrative

Summary of 2009-11 Agency Request Budget

Agency Request Budget \$380.9 Million General Fund



Agency Request Budget \$482.9 Million Total Funds



The Agency Request Budget for the Oregon Youth Authority consists of:

Facility Services - \$222,928,071 Total Funds / \$211,165,300 General Fund

1,270 beds

- Youth Correctional Facilities (870 beds)
 - MacLaren YCF – 295 beds
 - Hillcrest YCF – 180 beds
 - Rogue Valley YCF – 100 beds
 - North Coast YCF – 75 beds
 - Oak Creek YCF – 75 beds
 - Eastern Oregon YCF – 50 beds
 - Tillamook YCF – 50 beds
 - Scheduled to open Spring 2009 – 45 beds
- Transition Programs (125 beds)
 - Work Study Programs – 75 beds
 - RiverBend Facility – 50 beds
- 2009-11 Population Growth – (275 beds)

Community Services - \$153,183,081 Total Funds / \$115,757,953 General Fund

743 beds

- Juvenile Crime Prevention Basic Services, County Diversion and Youth Gang Services
- Parole and Probation Services
- Residential Care, Foster Care and Individualized Community Services
- Interstate Compact
- Community Placement Growth - 20 beds

Program Support - \$30,075,110 Total Funds / \$29,214,523 General Fund

Agency-wide - \$12,797,073 Total Funds / \$11,892,073 General Fund

Capital Budgeting - \$51,835,400 Total Funds / \$735,400 General Fund

Debt Service - \$12,101,854 Total Funds / \$12,101,854 General Fund

Budget Narrative

Reduction Options

House Bill 3182 Reduction Options

The Oregon Youth Authority is statutorily required to protect the public, hold youth offenders accountable, and provide opportunities for their reformation. OYA must provide all offenders with appropriate services whether they are placed in OYA facilities or supervised in the community. Reductions in close custody capacity compromise public safety. Likewise, reductions in community supervision and service programs compromise public safety because offenders receive less supervision and treatment. Oregon's juvenile justice system is a balanced continuum where service reductions in one area dramatically impact the whole system.

Throughout the development and evolution of the agency, every expenditure has been closely scrutinized and administrative budgets minimized. Programs in facilities and in the community have been developed to ensure services are provided in the most cost-efficient manner. Services are provided through a combination of state employees and competitive private sector contracts. Because service efficiencies within the organization have been maximized, any budget reduction will result in a reduction of essential service programs.

10% General Fund Reduction Target: \$35.5 million of Essential Budget Level (Plus Policy Package 417)

The 10% reduction target is based on the essential budget. The reduction eliminates \$35.5 million General Fund from the total close custody and community placements capacity along with associated capital construction and support services. Reducing OYA's budget by 10% would eliminate the entire mandatory caseload increases from the April 2008 Demand forecast contained in essential budget package number 040.

Reducing OYA's budget by 10% would eliminate 275 close custody and 20 community placements, and the debt service and COP's requested in package 417 to construct the close custo.

Budget Narrative

Activity or Program	Describe Reduction	Amount and Fund Type	Rank and Justification
Facility Services	Eliminate the phase-in of 275 close custody beds from the demand forecast. With this reduction, OYA will end the biennium with 995 beds. The reduction would decrease accountability for youth offenders and would likely result in increased criminal behavior and compromise public safety. Staff reductions are approximately 308 positions/ 188.35 FTE.	General Fund Reduction: \$28.9 million Total Fund Reduction: \$29.7 million	OYA is forwarding the option to reduce the restored close custody services included in the April 2008 Demand Forecast to avoid further disruption to a system that was significantly reduced during the 2003 special sessions. This reduction would result in managing high risk youth in the community jeopardizing public safety and youth reformation.
Activity or Program	Describe Reduction	Amount and Fund Type	Rank and Justification
Community Services	Eliminate the phase-in of 20 community placement beds from the demand forecast. With this reduction, OYA would end the biennium with 681 community placements. (Excluding approval of any policy option packages.) Reductions to Parole and Probation services are associated with the demand forecast reductions eliminating approximately 19 positions/ 12.00 FTE.	General Fund Reduction: \$3.8 million Total Funds Reduction: \$5.0 million	Increased recidivism is likely if placement services are reduced. Without appropriate placement services, communities would have to manage more youth offenders with limited local resources, lack of appropriate treatment services available and public safety would be jeopardized.

Budget Narrative

Activity or Program	Describe Reduction	Amount and Fund Type	Rank and Justification
Program Support	Reductions to program support services associated with the demand forecasts result in the loss of 7 positions/ 5.38 FTE and debt service of \$1.6 million for the Certificate of Participation for financing the construction needed to meet the close custody demand forecast associated with the mandatory caseload increase package 040.	General Fund Reduction: \$1.1 million Total Funds Reduction: \$1.1 million	Services are reduced proportionately based on reduction in close custody and community placements.
Capital Budgets	Eliminate package 417 debt service of \$1.6 million for the Certificate of Participation for financing the construction needed to meet the close custody demand forecast associated with the mandatory caseload increase package 040.	General Fund Reduction: \$1.7 million Total Funds Reduction: \$21.2 million	Capital Construction related to Essential Package 040 in Facility Services.

Summary: The budget reductions reflect the elimination of all of the mandated caseload growth in the essential budget level for the 2009-11 biennium. To fully meet the 10% target OYA has included the commensurate reduction that would occur in debt service and capital construction costs included in policy option package 417. Package 417 in the capital budget section of the Agency Request budget includes the request for Certificates of Participation and the commensurate debt services to remodel and construct needed close custody facilities to meet the April 2008 demand forecast.

Budget Narrative

2007-2009 LEGISLATIVELY APPROVED ORGANIZATIONAL CHART

Program Support

104 POS / 102.51 FTE

Director's Office

Minority Services

Internal Auditing

Professional Standards Office

Program Office

Business Services

Juvenile Justice Information System

Facility Services

1,009 POS / 890.34 FTE

MacLaren YCF

Hillcrest YCF

Rogue Valley YCF

North Coast YCF

Oak Creek YCF

Eastern Oregon YCF

Tillamook YCF

Camp Florence

Camp Tillamook

Young Women's Transition Program

RiverBend Facility

Community Services

166 POS / 154.61 FTE

Residential / Foster Care

Individualized Community Services

Parole Services

Probation Services

County Diversion

Juvenile Crime Prevention Basic Services

Youth Gang Services

Community Placement Forecast Growth

Budget Narrative

2009-2011 AGENCY REQUEST ORGANIZATIONAL CHART

Program Support

119 POS / 116.78 FTE

Director's Office
Minority Services
Internal Auditing
Professional Standards Office
Program Office
Business Services
Juvenile Justice Information Systems

Facility Services

1,394 POS / 1,242.53 FTE

MacLaren YCF
Hillcrest YCF
Rogue Valley YCF
North Coast YCF
Oak Creek YCF
Eastern Oregon YCF
Tillamook YCF
Camp Florence
Camp Tillamook
Young Women's Transition Program
RiverBend Facility
Facilities Population Forecast Growth

Community Services

181 POS / 171.88 FTE

Residential/Foster Care
Individualized Community Services
Parole Services
Probation Services
County Diversion
Juvenile Crime Prevention Basic Services
Youth Gang Services
Interstate Compact
Community Placement Forecast Growth