

# OREGON YOUTH AUTHORITY

## Annual Performance Progress Report (APPR) for Fiscal Year 2005-06

2007-09 Budget Form 107BF04c

Due: September 30, 2006

Submitted: October 4, 2006

To obtain additional copies of this report, contact the Oregon Youth Authority  
at (503) 378-3992 and 530 Center St NE Ste 200, Salem, OR, or visit  
[http://www.oregon.gov/DAS/OPB/GOVresults.shtml#Annual\\_Performance\\_Reports](http://www.oregon.gov/DAS/OPB/GOVresults.shtml#Annual_Performance_Reports).

### Agency Mission

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

### Table of Contents

	Page
ABOUT THIS REPORT	
TABLE OF MEASURES .....	1
PART I: EXECUTIVE SUMMARY .....	3
PART II: USING PERFORMANCE DATA.....	6
PART III: KEY MEASURE ANALYSIS .....	13

# ABOUT THIS REPORT

## Purpose of Report

The purpose of this report is to summarize the agency's performance for the reporting period, how performance data are used and to analyze agency performance for each key performance measure legislatively approved for the 2005-07 biennium. The intended audience includes agency managers, legislators, fiscal and budget analysts and interested citizens.

1. PART I: EXECUTIVE SUMMARY defines the scope of work addressed by this report and summarizes agency progress, challenges and resources used.
2. PART II: USING PERFORMANCE DATA identifies who was included in the agency's performance measure development process and how the agency is managing for results, training staff and communicating performance data.
3. PART III: KEY MEASURE ANALYSIS analyzes agency progress in achieving each performance measure target and any corrective action that will be taken. This section, the bulk of the report, shows performance data in table and chart form.

## KPM = Key Performance Measure

The acronym "KPM" is used throughout to indicate **Key Performance Measures. Key performance measures are those highest-level, most outcome-oriented performance measures that are used to report externally to the legislature and interested citizens. Key performance measures communicate in quantitative terms how well the agency is achieving its mission and goals. Agencies may have additional, more detailed measures for internal management.**

## Consistency of Measures and Methods

Unless noted otherwise, performance measures and their method of measurement are consistent for all time periods reported.

# TABLE OF MEASURES

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

2005-07 KPM#	2005-07 Key Performance Measures (KPMs)	Page #
1	COMPLETED ESCAPES – Number of completed escapes, walkaways, and AWOLs (Away Without Leave) per fiscal year	13
2	RUNAWAYS – Number of runaways from provider supervision (including youth on home visit status) per fiscal year	15
3a	YOUTH-TO-YOUTH INJURIES – FACILITIES – Number of injuries to youth by other youth per fiscal year	17
3b	YOUTH-TO-YOUTH INJURIES – FIELD – Number of injuries to youth by other youth per fiscal year	19
4a	STAFF-TO-YOUTH INJURIES – FACILITIES – Number of injuries to youth by staff per fiscal year	21
4b	STAFF-TO-YOUTH INJURIES – FIELD – Number of injuries to youth by staff per fiscal year	23
5a	SUICIDAL BEHAVIOR – FACILITIES – Number of attempted suicides during the fiscal year	25
5b	SUICIDAL BEHAVIOR – FIELD - Number of attempted suicides during the fiscal year	27
6	INTAKE ASSESSMENTS – Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission	29
7	CORRECTIONAL TREATMENT – Percent of youth committed to OYA for more than 30 days whose records indicate active domains in an OYA case plan as identified in the OYA/RNA. <b>Interim Measure:</b> Percent of youth who received an OYA Risk/Needs Assessment and whose records indicate an open case plan within 30 days of commitment to OYA probation or admission to facility	31
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. <b>Interim Measure:</b> Percent of youth committed to OYA for more than 60 days whose records indicate an open education domain in their case plan who are receiving or received the identified intervention.	33
9	COMMUNITY REENTRY SERVICES –Number 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. <b>Interim Measure:</b> Number of youth released from close custody during the last quarter of the fiscal year (April to June 2006) who reviewed the transition plan in their case plan within 30 days prior to release	35
10a	SCHOOL AND WORK ENGAGEMENT – Percent of youth released from close custody during the fiscal year who are living in OYA Family Foster Care, independently or at home (OYA parole) and who are engaged in school, work, or both within 30 days of release. <b>Interim Measure:</b> Percent of youth living in OYA Family Foster Care, independently or at home (OYA parole) who are engaged in school, work, or both on March 1, 2006.	37
10b	SCHOOL AND WORK ENGAGEMENT – Percent of youth committed to OYA for probation during the fiscal year who are living in OYA Family Foster Care, independently or at home (OYA probation) and who are engaged in school, work, or both within 30 days of placement. <b>Interim Measure:</b> Percent of youth living in OYA Family Foster Care, independently or at home (OYA probation) who are engaged in school, work, or both on March 1, 2006.	39
11	RESTITUTION PAID – Amount or percent of restitution paid during the fiscal year	41
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	43

# TABLE OF MEASURES

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

2005-07 KPM#	2005-07 Key Performance Measures (KPMs)	Page #
	year(s) (at 12, 24, and 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, and 36 months)	45
14-15	CUSTOMER SERVICE – Percent of customers rating their overall satisfaction with the agency “good” or “excellent” and percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise and information availability.	47

# I. EXECUTIVE SUMMARY

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

Contact: Debbie Rios, OYA Assistant Director, Program Office	Phone: (503) 378-3992
Alternate: Phil Cox, Treatment Services Administrator	Phone: (503) 373-7531

## 1. SCOPE OF REPORT

The Oregon Youth Authority (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.

Prior to 2005, OYA’s Key Performance Measures (KPMs) were developed and tested by nationally recognized experts and practitioners in juvenile corrections as part of a national demonstration project, Performance-based Standards (PbS) for Youth Correction and Detention Facilities. 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.

However, most PbS outcome measures are somewhat removed from demonstrating successful youth reformation or public safety based on the Oregon Benchmarks to which OYA performance measures are linked: #62 – the measure of juvenile arrests; and #65 – the measure of new criminal referrals. Therefore, in 2005, the OYA revised and developed new KPMs to better illustrate achieving the OYA mission of public safety, youth accountability and reformation. The revised KPMs support efforts underway to improve the quality and effectiveness of agency program services.

The revised KPMs, which address all OYA programs, 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. This enables the OYA to more accurately report performance in relationship to its mission and the Oregon Benchmarks. The revised KPMs 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. Consequently, the revised KPM in the table of “Proposed 2007-09 Key Performance Measures (KPM)” have a much more meaningful and direct relationship to the OYA goal of reducing the rate of youth re-offense, reflecting both community and facility services.

## 2. THE OREGON CONTEXT

Senate Bill 1 established the OYA in 1995. As a leader in an improved Oregon system of juvenile justice, OYA is charged with protecting the public by holding youth offenders accountable and providing opportunities for youth reformation. 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, OYA exercises legal and physical custody of youth offenders committed to the OYA by juvenile courts; exercises physical custody of certain 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 offenders with needed skills to successfully transition back to

# I. EXECUTIVE SUMMARY

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

their communities. Complementing facility programs, community-based parole and probation services are provided to youth offenders committed to the states custody for supervision and services in each of Oregon’s 36 counties.

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

### 3. PERFORMANCE SUMMARY

As a result of the 2005 legislative session, OYA has changed or developed new measures which do not yet have targets. Data will be collected and analyzed with targets established in future performance reviews. OYA is making good progress for those measures that have not changed.

KPM Progress Summary	Key Performance Measures (KPMs) with Page References	# of KPMs
KPMs MAKING PROGRESS at or trending toward target achievement	COMPLETED ESCAPES: page 13 RUNAWAYS : page 15 PAROLE RECIDIVISM: page 43 PROBATION RECIDIVISM: page 45	4
KPMs NOT MAKING PROGRESS not at or trending toward target achievement		0
KPMs - PROGRESS UNCLEAR target not yet set	YOUTH-TO-YOUTH INJURIES: page 17 STAFF-TO-YOUTH INJURIES : page 21 SUICIDAL BEHAVIOR: page 25 INTAKE ASSESSMENTS: page 29 CORRECTIONAL TREATMENT: page 31 EDUCATION SERVICES: page 33 COMMUNITY REENTRY SERVICES: page 35 SCHOOL AND WORK ENGAGEMENT: page 37 RESTITUTION PAID: page 41 CUSTOMER SERVICE (2): page 47	11
Total Number of Key Performance Measures (KPMs)		15

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

## **4. CHALLENGES**

The key performance challenges faced by OYA include the following:

- **New Approaches:** The OYA service curriculum is in the process of being redesigned to address youth’s individual “criminogenic risk factors”; that is, factors that are highly correlated with re-offense. OYA and its partner agencies are also focusing on a new multi-disciplinary approach, which takes time to implement under the best of circumstances.
- **New Systems:** OYA is in the process of implementing a new set of tools (Risk Needs Assessment, Correctional Program Checklist and others) as well as a single case plan, all of which require significant staff training and monitoring to ensure appropriate implementation and use. As a result of these new systems, OYA must both implement and monitor practices at the same time.
- **Staff Training:** A significant amount of training must occur to ensure that staff are well-versed in the new systems and state of the art correctional treatment approaches. This challenge is balancing the time needed for training and the need to fully staff each of the facilities at the appropriate level
- **Transition to Community:** OYA is focusing a great deal of effort in this area to ensure that there is timely and complete documentation, involvement of appropriate personnel, and coordination of services are all in place before, during, and after transition.
- **Community programs:** A unique set of challenges for community based programs due a number of variables including the lack of direct OYA oversight, staff supervision of youth, and a broad array of providers without direct contractual oversight.

## **5. RESOURCES USED AND EFFICIENCY**

The legislatively approved budget for the 05-06 fiscal year is \$123,280,230 total funds and \$104,493,270 general funds.

## II. USING PERFORMANCE DATA

AGENCY NAME OREGON YOUTH AUTHORITY

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

Contact: Debbie Rios, OYA Assistant Director, Program Office	Phone: (503) 378-3992
Alternate: Sharon Pette, Program Evaluation and Quality Assurance Coordinator	Phone: (503) 373-7412

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

<p><b>1 INCLUSIVITY</b> Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<p>OYA continues to involve staff, stakeholders, elected officials, and citizens in the development and revisions of the agency's Key Performance Measures (KPMs). OYA has established a number of avenues for individuals to provide input on the measures used to track agency progress as shown below.</p> <p><u>Staff:</u> In 2003 and 2004 the OYA Research and Evaluation unit conducted the Measures of Agency Performance (MAP) study to find out what types of performance data staff felt would be most helpful to them in determining the impact of OYA services. The study found ten key measures as highly valued by staff. Nearly half of these suggestions have been incorporated into the agency's current performance measure system. Among these are education, school and work engagement, restitution, and re-offense (<i>KPMs 8, 10, 11, 12, and 13</i>).</p> <p>Staff have actively participated in revising and/or creating performance measures, as evidenced by incorporating recommendations made by the OYA Community Resource liaisons. The suggested outcome measures included runaways, youth to youth injuries, youth to staff injuries and suicidal behavior, and are now reflected in <i>KPMs 2, 3, 4 and 5</i>.</p> <p>The most prominent example of staff involvement is the collaborative work in the development of the agency's strategic plan in late 2005 and early 2006. The purpose of the effort was to create a vision of how OYA could create a comprehensive performance measurement system and utilize evidence-based practices to fulfill the agency's overall mission of accountability and reformation. More than 40 OYA managers from field, facility and program support services participated in the exercise. The strategic plan now serves as a road map guiding agency decision-making.</p> <p>OYA also provides opportunities for staff involvement on a regular basis. Information regarding the agency performance system is gathered during monthly meetings with Facility Superintendents, Camp Directors, and Parole Supervisors. Additionally, KPM data is reviewed and discussed each month by the OYA Quality Improvement Steering Committee, which is comprised of Juvenile Parole and Probation Officers (JPPOs), close custody staff, parole supervisors, assistant directors and other key staff members. Several changes have occurred as a result of these meeting discussions, some of which are reflected in KPMs 5-7.</p> <p><u>Elected Officials:</u> Similar to staff, elected officials provide feedback on OYA performance measures. This information is obtained in a number of ways:</p> <ul style="list-style-type: none"> <li>• The OYA Director, Bob Jester, and the Deputy Director, Phil Lemman, visit local communities to speak with</li> </ul>
---	--

## II. USING PERFORMANCE DATA

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

	<p>elected officials regarding agency performance. Individuals involved in these discussions include, but are not limited to, county commissioners, judges, district attorneys and individual legislators.</p> <ul style="list-style-type: none"> <li>• The OYA Director presents information at the annual “Through the Eyes of a Child” conference, hosted by the Oregon Judicial Department. Information 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.</li> <li>• The 2005 Oregon Legislature requested that OYA develop a measure to track youth engagement post program release. To accommodate this request the OYA established <i>KPMs 8-10</i>, which track work and school engagement as well as the receipt of education and transition services.</li> </ul> <p><u>Stakeholders:</u> OYA has expanded its stakeholder involvement in reviewing performance outcomes as well as in setting agency targets. Input is solicited from a variety of OYA stakeholders. These include:</p> <ul style="list-style-type: none"> <li>• <i>OYA Advisory Committee</i> composed of county juvenile directors and representatives from Oregon Commission on Children and Families (OCCF), Criminal Justice Commission (CJC), Oregon Advocacy Center, law enforcement, Coalition of Advocates for Equal Access for Girls, and other stakeholders;</li> <li>• <i>Native American, Hispanic and African American Advisory Committees; regular meetings with members of minority stakeholder groups to identify and resolve culturally specific issues.</i></li> <li>• <i>Oregon Juvenile Department Directors Association (OJDDA)</i> monthly partner meetings involving OYA, Department of Human Services, OCCF, and the Department of Education;</li> <li>• <i>Data and Evaluation</i> subgroup of the Juvenile Justice Information Systems Steering Committee. This group is comprised of representatives from the OJDDA and the OYA ;</li> <li>• <i>Community Residential Provider Forums;</i> monthly meetings with contracted community residential providers to discuss performance and other operational issues.</li> <li>• Involvement of county partners and stakeholders in the development of the OYA strategic plan; and</li> <li>• <i>Partners for Children and Families Committee</i> that includes a number of state and local agency representatives.</li> </ul> <p><u>Citizens:</u> OYA continues to improve in the area of citizen involvement in the development of agency performance outcomes. Some of the ways in which these efforts can be seen are:</p> <ul style="list-style-type: none"> <li>• <i>Citizens Review Board (CRB)</i> provides feedback on OYA performance regarding youth in out of home care through customer satisfaction surveys and through recommendations made to juvenile court judges;</li> <li>• Representatives from <i>Crime Victims United</i> serve as members on the OYA Advisory Committee;</li> <li>• <i>Youth Safety Committee</i> members include CASA volunteers (Court Appointed Special Advocates) and lay citizens.</li> </ul>
--	---

## II. USING PERFORMANCE DATA

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

<p>2 MANAGING FOR RESULTS</p> <p>How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>The OYA strategic plan provides the foundation on which the agency’s performance measurement system operates. The KPMs serve as high level outcomes which support this strategic plan. In addition, a number of intermediate outcomes exists that further support the agency’s mission of youth safety (injuries, suicide, runaways), accountability (restitution and risk/needs assessment) and reformation (intake, case plan, education, treatment and transition). The OYA performance measurement system has five components: KPMs, Performance-based Standards (PbS), Safety and Security reviews, the Correctional Program Checklist (CPC), and a formal quality assurance/improvement system. Data collection and management activities are described below:</p> <p><u>Juvenile Justice Information System (JJIS) Automated Reports</u> - The OYA performance measure system is supported by automated systems that generate regular reports that are updated weekly or monthly. New reports are created as new programs are implemented. OYA administration uses these data to determine areas needing improvement with regard to youth and staff safety, incident responses, communication, and youth reformation, to name a few. Currently, there are over 300 reports available to all staff and stakeholders. Examples include:</p> <ol style="list-style-type: none"> <li>1) <i>Risk/Needs Assessment and Case Planning</i> progress reports provide information on assessments completed, case plan goals updated, transition activities documented, and other indicators regarding adherence to case planning standards.</li> <li>2) <i>Youth Risk Level</i> information assists the OYA in matching individual youth to treatment. With the current restructuring process of MacLaren and Hillcrest youth correctional facilities underway, OYA will rely heavily on these reports to determine how well the agency is performing in the area of treatment matching.</li> <li>3) <i>Youth Length of Stay</i> information allows the agency to determine if treatment is provided in a timely manner, consistent with the Principles of Effective Intervention.</li> </ol> <p><u>KPMs</u> – As indicated above, KPMs are reviewed on a regular basis and in a variety of forums. Additionally, the agency Quality Improvement Steering Committee discusses all KPMs during monthly meetings. Committee members examine data trends allowing the agency to address potential problems before they occur. Managing data in this way helps assure the safety of the youth in OYA custody.</p> <p><u>Close Custody PbS and Safety/Security Reviews</u>: Since 1997 the OYA has conducted PbS reviews and shortly after, began using the Safety/Security process to evaluate the level of youth safety while in close custody facilities. The PbS data collection process takes place twice a year while Safety/Security reviews occur once every two years. These data are used to identify operational strengths and weaknesses and to develop Facility Improvement Plans (FIP). Each Superintendent and Camp Director reviews these plans regularly. In addition, Superintendents and Camp Directors meet individually with the Assistant Director of Facility Operations several times a year to track progress in specified areas.</p> <p><u>Field Services Safety/Security Reviews</u>: In June 2006, Field Operations developed six safety and security standards based</p>
--	--

## II. USING PERFORMANCE DATA

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

	<p>on PbS with an implementation plan for FY2006.</p> <p><u>Correctional Program Checklist (CPC):</u> In FY2005, the OYA created a comprehensive and clear set of correctional principles specific to OYA that remain true to the research correctional principles, while reflecting the OYA mission and values. The resulting product, the <i>OYA Principles of Effective Intervention</i> includes: 1) assessing risk; 2) targeting treatment to risk level of offenders; 3) developing and implements evidence-based programs; 4) using cognitive behavior and social learning treatment approaches; 5) conducting interventions in an appropriate setting; 6) ensuring the fidelity of programs to evidence-based models; 7) addressing youth responsivity, 8) planing for reintegration; 9) evaluating programs and control quality, and 10) making certain programs are supported by qualified and involved leadership and staff.</p> <p>To determine how well OYA close custody facilities and contracted community residential providers are performing, OYA adopted the nationally developed Correctional Program Checklist (CPC) instrument. This instrument assesses how well a program adheres to the principles of effective correctional interventions, as well as, program characteristics research has shown reduced recidivism. From program-specific CPC findings, programs generate quality improvement plans to help map future changes and to track progress. This ongoing performance measurement provides a comprehensive picture of program integrity, enables OYA to determine how well it is achieving its mission of public safety and reformation, and gauges the degree to which the agency is successfully meeting the goals outlined in the strategic plan (i.e. utilizing evidence-based practices).</p> <p><u>Continuous Quality Improvement:</u> In 2005, the OYA established a formal Quality Improvement (QI) system and oversight committee to provide consistent monitoring and oversight, as well as to support the managing of operations based on performance measures and outcomes. A critical part of the QI process involves analyzing important performance trends including those which focus on high-risk and problem prone areas. The oversight committee prioritizes and addresses agency-wide needs that are based, in part, on performance outcomes. At the local level, quality assurance specialists collect and analyze performance data; reinforce QI activities; communicate staff questions and concerns; and present suggestions for system and local changes.</p> <p>Over the past year, the OYA has created a number of tools to monitor program effectiveness <i>in addition to</i> those described in this report (i.e. automated JJIS reports, KPM data, CPC assessments, etc.) including:</p> <ul style="list-style-type: none"> <li>• <i>Fidelity Measures</i> – OYA has implemented a number of evidence-based, mandated curricula over the course of the year (i.e. cognitive behavioral, Aggression Replacement Training, Cannabis Youth Treatment, etc.). In conjunction with these curricula, the agency has adopted fidelity instruments to ensure that curricula are delivered in the way in which they were intended. Data is collected and analyzed for each facility and used by the OYA Clinical Director to coach staff in the area of treatment service delivery.</li> <li>• <i>Peer Reviews</i> – Facility Operations is currently in the process of establishing a peer review process to monitor treatment activities and ensure curricula and treatment protocols are implemented as designed, thereby increasing the effectiveness of services provided to youth This practice will include Superintendents and Camp Directors</li> </ul>
--	--

## II. USING PERFORMANCE DATA

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

	<p>observing treatment groups led by staff from other OYA close custody facilities. The OYA Assistant Director of Facility Operations will manage this process with ongoing consultation with the OYA Clinical Director.</p> <ul style="list-style-type: none"> <li>• <i>Foster Care Standards and QA Plan</i> – The OYA has adopted comprehensive standards of care for foster homes. A detailed quality assurance plan was created to monitor and track adherence to these standards. The OYA Foster Care Manager oversees this plan and uses data from youth surveys, incident reports, verbal feedback from Foster Care Certifiers, and other data sources to track agency performance in this area.</li> <li>• <i>Field Procedures and QA Measures</i> – The OYA has created nearly 100 procedures which all Juvenile Probation and Parole Officers (JPPOs) are expected to follow. Standardized forms have been created to monitor performance in several of these procedural areas (e.g. medication management). Field Operations is working in cooperation with Treatment Services and other OYA units to develop measures regarding staff performance and consistency with OYA expectations.</li> <li>• <i>Case Audit Protocol</i> – On a monthly basis JPPO supervisors utilize a standard form to evaluate the quality of case plans. Recognizing the impact transition services have on decreasing recidivism, OYA has focused on closely monitoring transition activities via ongoing case plan reviews.</li> </ul> <p>As demonstrated throughout this section, the OYA has implemented a number of changes over the past year with regard to performance measures. To avoid duplication of other areas in this report a brief summary of these changes is provided below. Since 2005 the OYA has:</p> <ul style="list-style-type: none"> <li>• Increased the number of JJIS automated reports, such as KPM data, youth risk levels, incident reports, etc.</li> <li>• Developed a system to conduct youth surveys every six months to determine youth satisfaction with services.</li> <li>• Implemented a series of fidelity measures for new treatment curricula (i.e. cognitive behavioral, ART, CYT, etc.).</li> <li>• Re-assessed close custody facilities and community residential programs using the CPC to determine quality of programming.</li> <li>• Established standards and quality assurance monitors for foster care and field services.</li> </ul>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>OYA has spent significant time training staff regarding the value and practicality of performance measurements. These efforts include, but are not limited to, training in the areas of assessment interpretation, the components of effective programming, and fidelity measures. More detailed examples of these trainings are presented below.</p> <p><u>New Employee Orientation (NEO)</u>: The OYA requires that all new staff participate in a two week New Employee Orientation training. As part of this process, staff are educated on the OYA mission, the meaning and purpose of performance measurements and the tools used to gather assessment data. Additionally, all staff are introduced to Performance-based Standards, Safety/Security measures and Facility Improvement Plans (FIP).</p>

## II. USING PERFORMANCE DATA

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

	<p><u>Principles of Effective Intervention</u> – In order to effectively carry out key goals of the OYA’s strategic plan, all staff are trained on the agency’s commitment to serve youth using research proven practices. In addition to material presented at NEO, in early 2006 all close custody treatment managers, program directors, superintendents, transition camp directors and counselors were provided additional training on effective programming. During these seminars ways in which performance can continually be tracked were discussed and action plans for program enhancements were developed.</p> <p><u>Program Fidelity Measures</u> – All close custody direct service staff have been trained in cognitive behavioral techniques. Additionally, staff who facilitate treatment groups have received training on program specific curricula and on the corresponding fidelity measures. Supervisors use standardized fidelity forms to highlight areas for improvement and to measure and track staff performance in the area of service delivery.</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<p>Information sharing occurs on a regular basis with staff, elected officials, stakeholders, and citizens through a variety of avenues including via e-mail, the OYA Bulletin, MS Outlook informational folders (with agency-wide access), regularly scheduled meetings, and formal presentations. The OYA’s strategic plan goals support this commitment to enhance communication as described below.</p> <p><u>Staff:</u></p> <ul style="list-style-type: none"> <li>• <i>Regularly scheduled meetings</i>, including Quality Improvement Steering Committee, Field Supervisors, Facility Superintendents and Transition Camp Directors, as well as Quality Assurance Specialists meetings. In addition, Central Program Office holds monthly meetings in which agency performance data is shared and discussed.</li> <li>• <i>Site Visits</i> – The agency director and deputy are visiting all field offices and close custody facilities to share the agency’s strategic plan and associated measures with staff.</li> <li>• <i>MS Outlook Folders</i> – These folders provide OYA staff with detailed information on the “Principles of Effective Intervention,” CPC results of contracted community residential programs, quality assurance data, and other performance outcomes.</li> <li>• <i>Automated JJIS reports</i> – More than 300 reports are available to assist field staff in managing caseloads. These reports provide information on youth demographics, risk levels, program length of stay, facility unit populations (i.e. crime type), and an abundance of other useful information used in monitoring and performance measurement.</li> </ul> <p><u>Elected Officials:</u></p> <ul style="list-style-type: none"> <li>• <i>Community Visits</i> - The OYA Director and the Deputy Director visit local Oregon communities throughout the year to meet with elected officials regarding agency performance.</li> <li>• <i>Formal Presentations:</i> The OYA Director presents annually at the “Through the Eyes of a Child” conference,</li> </ul>

## II. USING PERFORMANCE DATA

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

	<p>hosted by the Oregon Judicial Department, to share recidivism and program evaluation data. Additionally, strategic plan updates are provided (i.e. status of implementing evidence-based practices).</p> <p><u>Stakeholders:</u></p> <ul style="list-style-type: none"> <li>• <i>OYA Bulletin</i> – An electronic news brief that provides OYA staff, partners, and stakeholders with information on issues that impact the agency.</li> <li>• <i>Regularly scheduled meetings</i> with stakeholders. Some of these are the: 1) OYA Agency Advisory Committee; 2) Native American, Hispanic and African American Advisory Committees; 3) Oregon Juvenile Department Directors Association (OJDDA) monthly partner meetings and 4) Residential Provider Forums.</li> <li>• <i>Quarterly OYA Advisory Committee meetings</i> in which agency performance is discussed.</li> </ul> <p><u>Citizens:</u></p> <ul style="list-style-type: none"> <li>• <i>Committee Representation</i> - 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 and discussed.</li> <li>• <i>Data Collection Involvement</i> – Citizen Review Boards participated in data collection for Key Performance Measures 14 and 15 (customer satisfaction). These results were shared with the CRB administrators earlier this month.</li> <li>• <i>Internet Accessibility</i> – The agency’s website, accessible by the public and agency partners, provides information frequently requested by users. OYA’s website is <a href="http://www.oregon.gov/OYA/">www.oregon.gov/OYA/</a>.</li> <li>• <i>Information Requests</i> – Citizens are provided agency performance information through individual requests as well as through the media.</li> </ul>
--	--

### III. KEY MEASURE ANALYSIS

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

KPM #1	COMPLETED ESCAPES Number of completed escapes, walkaways, and AWOLs (Away Without Leave) per fiscal year.	Measure since: 2003
<b>Goal</b>	YOUTH CUSTODY AND SUPERVISION – Maintain custody of youth admitted to facilities by preventing unauthorized exit.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data source</b>	Juvenile Justice Information System (JJIS) Run/Escape Extract 258d.	
<b>Owner</b>	Brian Florip, Assistant Director, Facility Operations (503) 373-7238	

**1. OUR STRATEGY**

Utilize effective physical plant security, security procedures, appropriate staff training and leadership emphasis to prevent escapes from facility programs.

**2. ABOUT THE TARGETS**

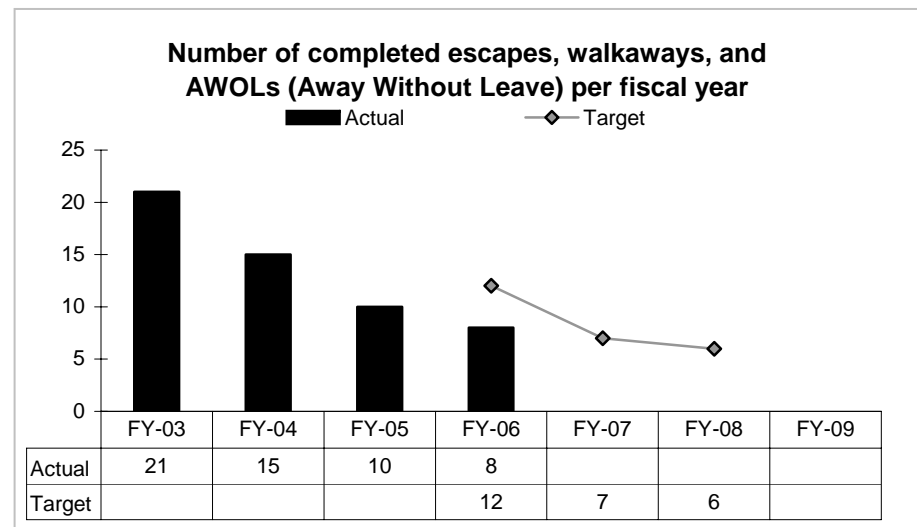
There are two levels of security and programming in the 850 bed OYA close custody facility system. The highest levels of security are maintained in the six youth correctional facilities where the expectation/target is for zero escapes. In the four transition facilities youth are provided opportunity 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 presented by these transition activities.

**3. HOW WE ARE DOING**

OYA has shown continued improvement in this measure over the last four fiscal years. During the period OYA has implemented biennial Safety/Security peer reviews focused on evaluation of security procedures and supervision of youth as well as continued its participation in the national Performance-based Standards (PbS) project, where outcome data is regularly collected and evaluated in the standard area of security.

**4. HOW WE COMPARE**

Juvenile justice on the national level does not collect and aggregate data on youth escapes from facility custody; however, OYA’s participation in the PbS project does provide the ability to compare agency outcome data with other facilities and systems participating in the project. These participating agencies are national leaders committed to high performance and continued improvement. OYA facilities have consistently shown low rates of escape demonstrating security performance that is better than the average rate for PbS project participants.



### III. KEY MEASURE ANALYSIS

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

#### 5. FACTORS AFFECTING RESULTS

Attempts to escape from youth correctional facilities are infrequent, reflecting exceptional physical plant security and attention to staff training on security procedures. However, OYA has acknowledged the importance of community activities in the transition program facilities and accepts some level of elevated security risk in continued support of the practice. Youth involved in these activities are nearing transition to community placement, and as such need to be afforded opportunities to develop and practice skills under supervision in the community. These factors make complete elimination of escapes in transition programs unlikely.

#### 6. WHAT NEEDS TO BE DONE

- Continued emphasis on security in our facility programs.
- Continued refinement and review of the risk assessment system to ensure that youth considered for such placement represent acceptable risk for escape.
- Staff training emphasis on security and supervision 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.

#### 7. ABOUT THE DATA

The data changed for this reporting period. Previously escape data reported as a rate. The data was collected twice a year using PbS reporting methods and definitions. The measure now uses JJIS as the data source for all years. In addition to the source change, the data is now being reported as a number (per request at last legislative session) and is defined as follows: Youth leaving the grounds or a facility without authorization, or remaining in an unknown location after a reasonable search of the assigned location, or youth fails to return from an authorized leave at the specified date and time. For comparison to prior years, the rate of escape (escapes per 100 person-days of youth confinement) recomputed using the new data source is .006 for FY-03; .005 for FY-04; .003 for FY-05; and .003 for FY-06.

### III. KEY MEASURE ANALYSIS

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

KPM #2	RUNAWAYS Number of runaways from provider supervision (including youth on home visit status) per fiscal year.	Measure since: 2003
<b>Goal</b>	YOUTH CUSTODY AND SUPERVISION – Maintain custody of youth placed in community programs by preventing unauthorized exit.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data source</b>	Juvenile Justice Information System (JJIS) Run/Escape Extract 258d, Field Run reports and Director’s Incident Report database.	
<b>Owner</b>	Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

**8. OUR STRATEGY**

Implement principles of effective interventions within OYA community programs including:

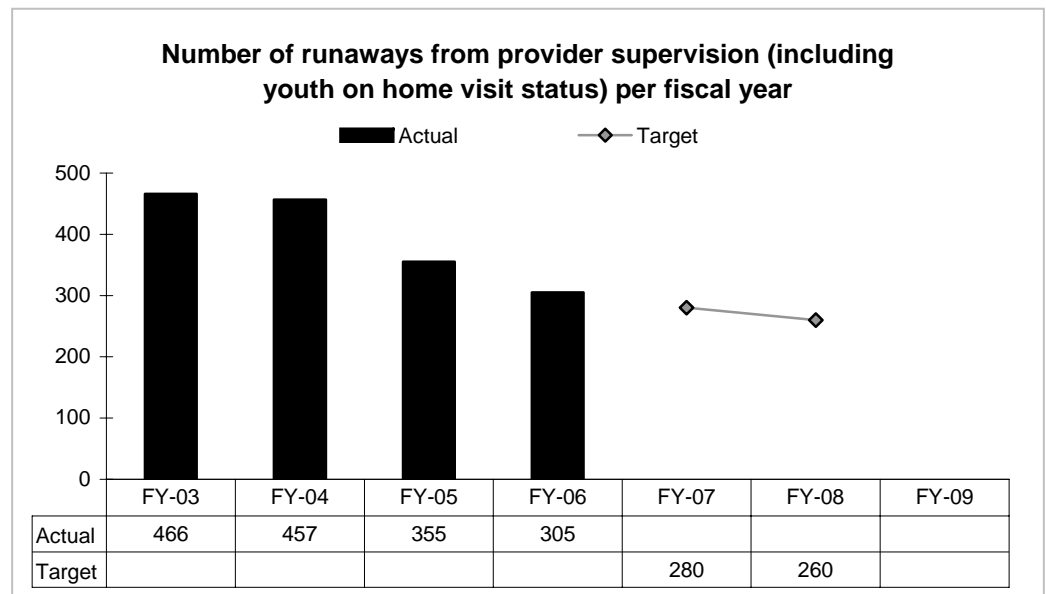
- improved matching of youth to programs through assessment
- treatment based on demonstrated curricula that are effective; and
- collaborative reentry plans built to engage youth, thus reducing the opportunity to commit new crimes.

**9. ABOUT THE TARGETS**

Although aggressive, the targets reflect a continued anticipated downward projection over the course of the next biennium.

**10. HOW WE ARE DOING**

OYA has experienced an overall reduction in youth runaways from provider supervision over the last four fiscal years.



There were 305 runaway episodes during fiscal year 2006; this figure includes those youth who have run multiple times. Fiscal year 2006 data indicates that 244 youth made up the 305 total runs.

**11. HOW WE COMPARE**

There is no national data identified for comparison.

### III. KEY MEASURE ANALYSIS

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

#### 12. FACTORS AFFECTING RESULTS

The OYA/RNA used to effectively match youth to placement based on risk, implementation of principles of effective interventions (staff training, foster parent training, Multi-Disciplinary Team [MDT] supervision), meeting service needs, and using the Correctional Program Checklist results to identify needed program improvements in residential programs to emphasize pro-social behaviors have all had an impact on youth stability.

Youth engagement with education and/or vocational services within the first 90 days of program will likely decrease the risk of youth runaway. Development of youth transition plans and program services with residential/community providers that increased youth engagement have been a focus of Juvenile Parole and Probation Officers. A quality assurance process has been implemented to monitor the engagement of youth transitioning into the community.

Youth runs from foster and proctor care are reviewed monthly by the Foster Care Program Certifiers and Manager. Additional training is provided to those foster or proctor parents to increase supervision skills and awareness of pre-run conditions.

#### 13. WHAT NEEDS TO BE DONE

- Further refine the system of placing youth in community settings based on risk.
- Continue to work with programs from which youth run to develop strategies and reduce runaway behavior.
- Continue the implementation of model assessment and evaluation and short-term stabilization placement options to increase the ability to better match youth to program services as well as increase the ability to develop transition services and engagement of youth upon release, decreasing the risk of runaway incidents.
- Provide quality improvement and evaluation to programs with greater incidents of runaways.
- Implement Functional Family Therapy contracts statewide with continued emphasis on appropriate and consistent referrals for youth transitioning back into the community. In addition, there will be more focused resources for residential capacity to serve youth sex offenders by late fall 2006.

#### 14. ABOUT THE DATA

The data changed for this reporting period. Previously run data was reported as a rate. The data was collected from incident reports and monthly reports from residential providers. The measure is now using JJIS as the data source for all years. However, Field Run reports and the Director's Incident Report database were also used to gather additional run events not captured in JJIS. The data is now being reported as a number (per request at last legislative session). Also, the data includes youth under both residential and foster care supervision rather than just residential care. For comparison to prior years, the rate of runs (runaways per 100 person-days of provider supervision) recomputed using the new data source is .185 for FY-03; .203 for FY-04; .165 for FY-05; and .152 for FY-06.

### III. KEY MEASURE ANALYSIS

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

KPM #3a	YOUTH TO YOUTH INJURIES - FACILITY Number of injuries to youth by other youth per fiscal year	Measure since: 2006
<b>Goal</b>	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
<b>Oregon Context</b>	Agency Mission	
<b>Data source</b>	Director’s Incident Report database and Critical Incident Transition Report	
<b>Owner</b>	Brian Florip, Assistant Director, Facility Operations (503) 373-7238	

**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 skills;
- staff supervision that promotes safety and structure;
- curricula focused on the reduction of aggressive behavior for youth assessed in need; and
- staff role-modeling appropriate, non-aggressive interaction on the living units.

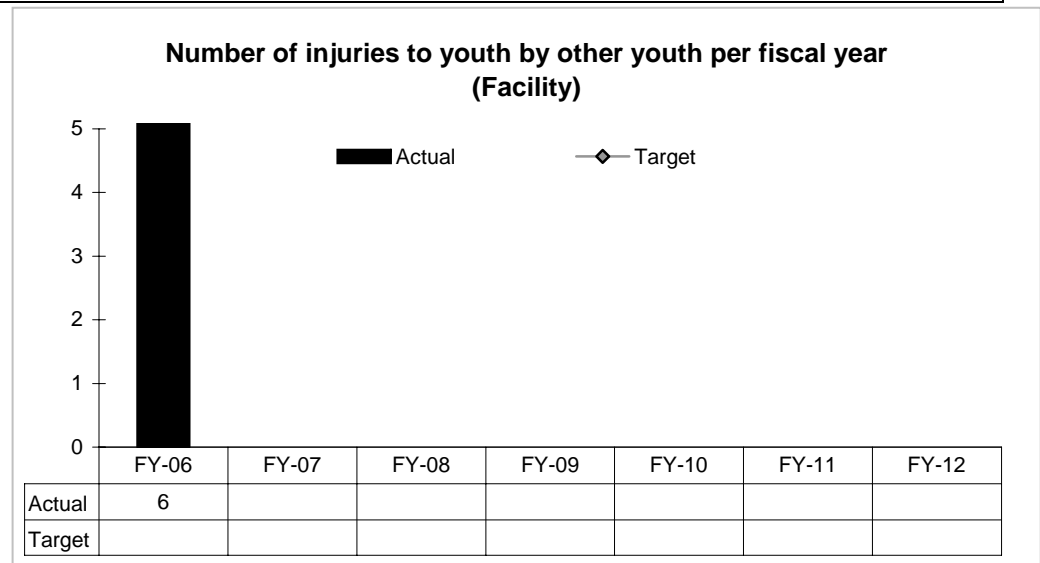
Provide cognitive behavioral interventions to youth focusing on improving anger control, problem-solving, pro-social skills and reduction in aggressive behaviors toward others.

**16. ABOUT THE TARGETS**

Targets have not yet been established for this measure. The measure has been recently redefined to focus on injuries to youth that are a result of behavior by another youth. Further, the definition of injury has been clarified to reflect incidents of a nature serious enough to warrant tracking at the highest level of agency scrutiny. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review. (Note: All youth injuries will continue to be documented and addressed through local processes, with the agency’s highest priority placed on the maintenance of facility environments safe for all youth and staff.)

**17. HOW WE ARE DOING**

OYA’s first year of data collection on this measure reflects a relatively low number of injuries in light of the number of youth in custody (850).



### III. KEY MEASURE ANALYSIS

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

#### 18. HOW WE COMPARE

There is no comparative data for the new definition as the PbS outcome measures relating to injury reflect the tracking of any youth injury, regardless of source or severity. These include accidents, injuries from recreation and other minor mishaps. OYA facilities have consistently shown very low rates of injury to youth demonstrating safety performance better than the average rate for PbS project participants.

#### 19. FACTORS AFFECTING RESULTS

OYA continues a major initiative to establish evidence based approaches that emphasize the development of communication and positive interactions between youth in facility programs. Staff is receiving training in the delivery of these curriculums as well as in the development of skills in verbal de-escalation and behavior management. OYA is developing a more defined set of program criteria and population definition 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.

#### 20. WHAT NEEDS TO BE DONE

- Continue to emphasize safety and positive skill development in our facility programs.
- Continue to refine the agency system of risk, need, and assessment to ensure that youth profiles and concerns are properly identified.
- Increase emphasis on population matching with appropriate services and approaches when making decisions on placement.
- 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.
- Review incidents that result in significant injury to youth to determine what corrections or improvements may be in order.

#### 21. ABOUT THE DATA

The data changed for this reporting period. Previously injury data was reported as a rate. The data was collected twice a year using PbS reporting methods and definitions. The new injury measure is reported as a number (per request at the last legislative session) and is defined as follows: Injury - An instance in which a youth is hurt and requires medical attention beyond routine first aid. Injuries reported should involve physical harm such as a break in the skin requiring suture, bruising accompanied by swelling and/or extreme pain, broken bones, or internal injury. This data is collected from the Director's Incident Report database and the Critical Incident Transition Report on youth in OYA facilities. The rate of injury (injuries per 100 person-days of youth confinement) is .002 for FY-06.

### III. KEY MEASURE ANALYSIS

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

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	Director’s Incident Report database, residential program incident reports	
Owner	Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

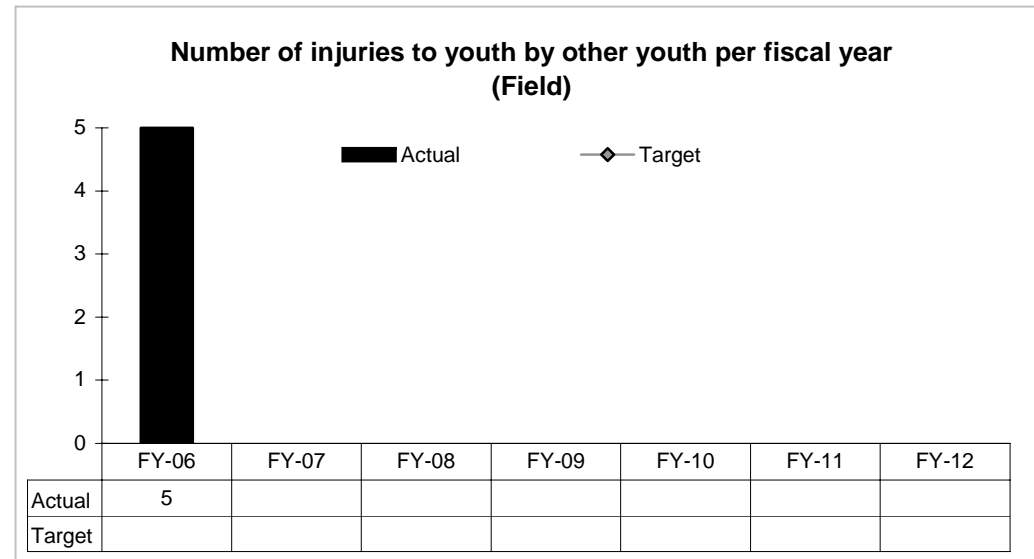
**22. OUR STRATEGY**

Provide cognitive behavioral interventions to youth focusing on improving anger control, problem-solving, pro-social skills and reduction in aggressive behaviors toward others.

**23. ABOUT THE TARGETS**

Targets have not yet been established for this measure. The measure has been recently redefined to focus on injuries to youth that are a result of behavior by another youth. Further, the definition of injury has been clarified to reflect incidents of a nature serious enough to warrant tracking at the highest level of agency scrutiny. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review.

(Note: All youth injuries will continue to be documented and addressed through local processes, with the agency’s highest priority placed on the maintenance of community environments safe for all youth and staff.)



**24. HOW WE ARE DOING**

The OYA has experienced five incidents of youth to youth injury. Although no incident is acceptable, this number is a relatively low rate. The incidence of injury is five youth out of an average daily population of 1,122 (July, 2006).

**25. HOW WE COMPARE**

There is no comparative data that corresponds to this criteria.

**26. FACTORS AFFECTING RESULTS**

OYA is working with residential programs and foster care providers in delivering treatment interventions for youth. Enhanced treatment modalities consist of problem solving skill development, anger management and other aggression replacement therapies. Approximately one-third of OYA youth also

### III. KEY MEASURE ANALYSIS

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

participate in Behavioral Rehabilitation Services. This skill development has directly impacted youth coping skills and ability to reduce the number of injuries to youth by youth. Good supervision of youth, coupled with monitoring of incidents and corrective action plans, has also impacted the results.

The OYA is implementing the OYA-RNA to effectively match youth to placement based on risk and the Correctional Program Checklist that identifies needed program improvements in residential programs to emphasize pro-social behaviors.

Within foster care, additional training provided to foster parents and increased supervision standards have decreased youth to youth injuries. Juvenile Parole and Probation Officers conduct youth exit surveys upon transition from foster care to ensure that the youth program and home were appropriate and safety was ensured.

Local law enforcement is utilized more routinely for support and routine prosecution occurs for events which have assisted in serving as a deterrent. Use of graduated sanctions and detention as a proactive approach to behavioral interventions has also proven successful.

A system of incident reviews in residential programs using a special format has been implemented.

#### 27. WHAT NEEDS TO BE DONE

- Continue to evaluate and monitor youth to youth incidents and provide assistance and training to agency providers.
- Provide consultation and routinely evaluate programs utilizing the Correctional Program Checklist.
- Continue training of contracted residential programs using national training programs focused on behavioral management emphasizing verbal de-escalation.
- Continue evidence based interventions, targeting anger management treatment, continued use of behavioral management programs and pro-social skill training.
- Complete the development of a Comprehensive Incident Report which will track all youth related events. This new data system will streamline the current multi-reporting process used, to enhance tracking, reporting, and timely response of incidents.

#### 28. ABOUT THE DATA

The data changed for this reporting period. Previously injury data was reported as a rate. The data was collected using incident reports and monthly reports from residential providers. The new injury measure is reported as a number (per request at the last legislative session) and is defined as follows: Injury - An instance in which a youth is hurt and requires medical attention beyond routine first aid. Injuries reported involve physical harm such as a break in the skin requiring suture, bruising accompanied by swelling and/or extreme pain, broken bones, or internal injury. This data is collected from the Director's Incident Report database on youth under provider supervision in residential or foster care placements and from residential program incident reports. The rate of injury (injuries per 100 person-days of provider supervision) is .003 for FY-06.

### III. KEY MEASURE ANALYSIS

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

KPM #4a	STAFF TO YOUTH INJURIES - FACILITIES Number of injuries to youth by staff per fiscal year.	Measure since: 2006
<b>Goal</b>	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
<b>Oregon Context</b>	Agency Mission	
<b>Data source</b>	Director’s Incident Report database and Critical Incident Transition Report	
<b>Owner</b>	Brian Florip, Assistant Director, Facility Operations (503) 373-7238	

**29. OUR STRATEGY**

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

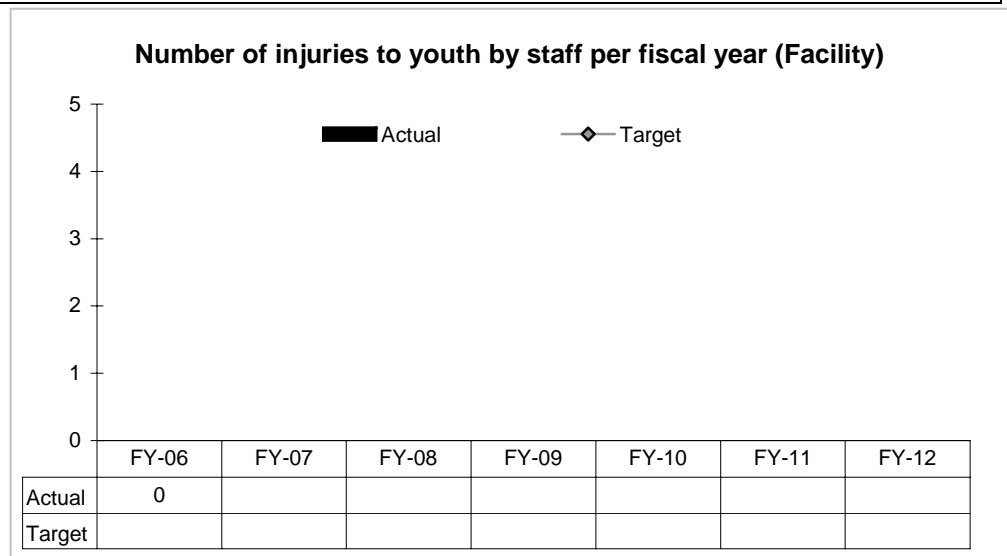
- leadership and staff training in approaches that focus on cognitive behavioral interventions to teach youth anger control, problem-solving and pro-social skills;
- staff supervision that promotes safety and structure;
- curricula focused on the reduction of aggressive behavior for youth assessed in need; and
- staff role-modeling appropriate, non-aggressive interaction on the living units.

**30. ABOUT THE TARGETS**

Targets have not yet been established for this measure. The measure has been recently redefined to focus on injuries to youth that are a result of interaction with OYA staff. Further, the definition of injury has been clarified to reflect incidents of a nature serious enough to warrant tracking at the highest level of agency scrutiny. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review. It is our intention and expectation that targets on this performance measure will be extremely low incidences of this type of injury. (Note: All youth injuries will continue to be documented and addressed through local processes, with the agency’s highest priority placed on the maintenance of facility environments safe for all youth and staff.)

**31. HOW WE ARE DOING**

OYA’s first year of data collection on this measure indicates that no youth were injured as a result of interaction with staff at a level defined by the performance measure.



### III. KEY MEASURE ANALYSIS

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

#### 32. HOW WE COMPARE

There is no comparative data for the new definition as the PbS outcome measures relating to injury reflect the tracking of any youth injury, regardless of source or severity. These include accidents, injuries from recreation and other minor mishaps. However, OYA facilities have consistently shown very low rates of injury to youth demonstrating safety performance better than the average rate for PbS project participants.

#### 33 FACTORS AFFECTING RESULTS

OYA continues a major initiative to establish evidence based approaches that emphasize the development of communication and pro-social skills in the youth in facility programs. Staff is receiving training in the delivery of these curriculums, as well as in the development of skills in verbal de-escalation and behavior management. OYA is developing a more defined set of program criteria and population definition to improve program assignment decisions that match youth on risk, need and responsively factors. These steps are all intended to create environments best suited for positive change in youth and safe, respectful living situations.

In instances where staff must physically intervene, the agency expects staff to respond in a manner that minimizes the chance of injury to youth or staff. Staff skills will be evaluated and training 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 is also a factor contributing to minimization of injury.

#### 34. WHAT NEEDS TO BE DONE

- Continue to emphasize safety and positive skill development in agency facility programs.
- Continue to refine our system of risk, need, and assessment to ensure that youth profiles and concerns are properly identified.
- Increase emphasis on population matching with appropriate services and approaches when making decisions on placement.
- 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.
- Review incidents that result in significant injury to youth to determine what corrections or improvements may be in order.

#### 35. ABOUT THE DATA

The data changed for this reporting period. Previously injury data reported as a rate. The data was collected twice a year using PbS reporting methods and definitions. The new injury measure is reported as a number (per request at the last legislative session) and is defined as follows: Injury - An instance in which a youth is hurt and requires medical attention beyond routine first aid. Injuries reported should involve physical harm such as a break in the skin requiring suture, bruising accompanied by swelling and/or extreme pain, broken bones, or internal injury. This data is collected from the Director's Incident Report database and the Critical Incident Transition Report on youth in OYA facilities. The rate of injury (injuries per 100 person-days of youth confinement) is .0 for FY-06.

### III. KEY MEASURE ANALYSIS

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

KPM #4b	STAFF TO YOUTH INJURIES – FIELD Number of injuries to youth by staff per fiscal year.	Measure since: 2006
<b>Goal</b>	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
<b>Oregon Context</b>	Agency Mission	
<b>Data source</b>	Director’s Incident Report database, residential program incident reports	
<b>Owner</b>	Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

**36. OUR STRATEGY**

Provide staff training, pro-social modeling interactions with youth and on going monitoring and technical assistance to community providers.

**ABOUT THE TARGETS**

The OYA supports a goal of zero incidents of injury to youth by staff.

**37. HOW WE ARE DOING**

OYA has not experienced any incidents of injury to youth by staff during this reporting period.

**38. HOW WE COMPARE**

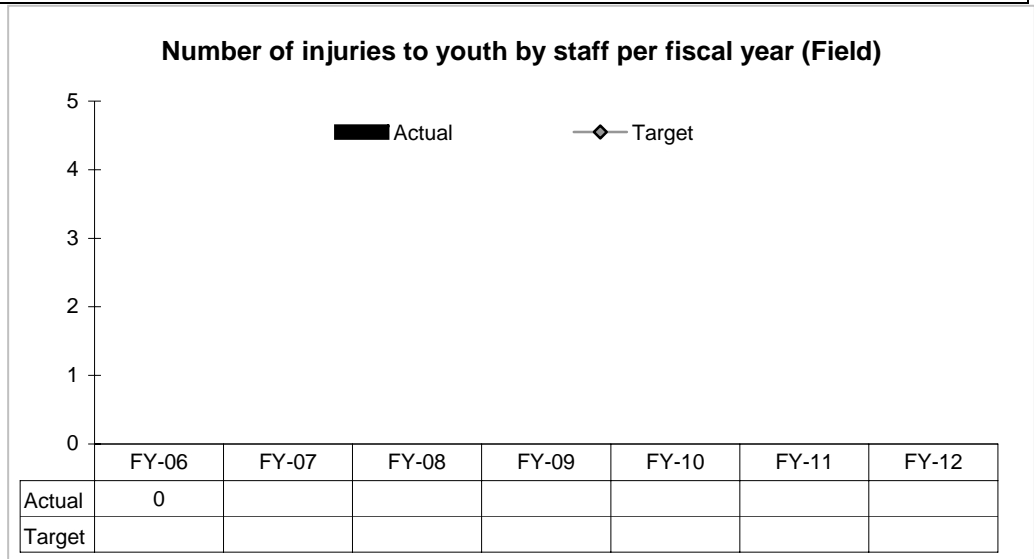
There is no national data for comparison.

**39. FACTORS AFFECTING RESULTS**

The OYA Community Design Team, comprised of staff representing all field classifications, has restructured both the pre-service and in-service training based on the occupational analysis of job duties completed on all field classifications. This includes the goal of training and evaluating staff skills in the areas of physical protection, boundaries, verbal de-escalation, escorts, physical interventions and holds, and group control.

The Community Resource Unit also provides monitoring, ongoing evaluation and technical support to community providers.

OYA will continue to support its providers with assistance, training, monitoring, and evaluation of staff to youth incidents. (It should be noted that more than half of the youth are at home or in independent living situations.) The agency provides consultation and routinely evaluates programs utilizing the Correctional Program Checklist. Contracted residential programs also work directly with national training programs focused on behavioral management



### III. KEY MEASURE ANALYSIS

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

emphasizing verbal de-escalation.

Protocols for managing youth demonstrating out of control behaviors that endanger themselves or the community are in place for community providers and OYA field staff including requesting assistance from local law enforcement.

OYA will continue to implement a standard pre-service employment screening tool, IMPACT, which identifies compatibility for classifications. This tool has been validated for comparable OYA positions and is now required for all potential candidates interested in employment. In addition, all offers of employment for a Juvenile Parole and Probation Officer position are conditional based upon the completion of a psychological exam.

#### 40. WHAT NEEDS TO BE DONE

- Continue to provide monitoring and evaluation of staff to youth incidents. The agency will continue evidence based interventions and targeting of anger management treatment. In addition, continued use of behavioral management programs and pro-social skill training for youth will assist in use of continued progress.
- Conduct reviews of any reports of OYA staff misconduct by the OYA Office of Professional Standards in collaboration with local law enforcement.

#### 41. ABOUT THE DATA

The data changed for this reporting period. Previously injury data was reported as a rate. The data was collected from incident reports and monthly reports from residential providers. The new injury measure is reported as a number (per request at the last legislative session) and is defined as follows: Injury - An instance in which a youth is hurt and requires medical attention beyond routine first aid. Injuries reported should involve physical harm such as a break in the skin requiring suture, bruising accompanied by swelling and/or extreme pain, broken bones, or internal injury. This data is collected from the Director's Incident Report database on youth under provider supervision in residential or foster care placements and from residential program incident reports. The rate of injury (injuries 100 person-days of provider supervision) is .0 per for FY-06.

### III. KEY MEASURE ANALYSIS

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

KPM #5a	SUICIDAL BEHAVIOR - FACILITY Number of attempted suicides 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) Suicide Documentation Report	
Owner	Brian Florip, Assistant Director, Facility Operations (503) 373-7238	

**42. OUR STRATEGY**

Establish an environment where all staff are trained in, and vigilant for, indicators of youth risk for suicidal behavior:

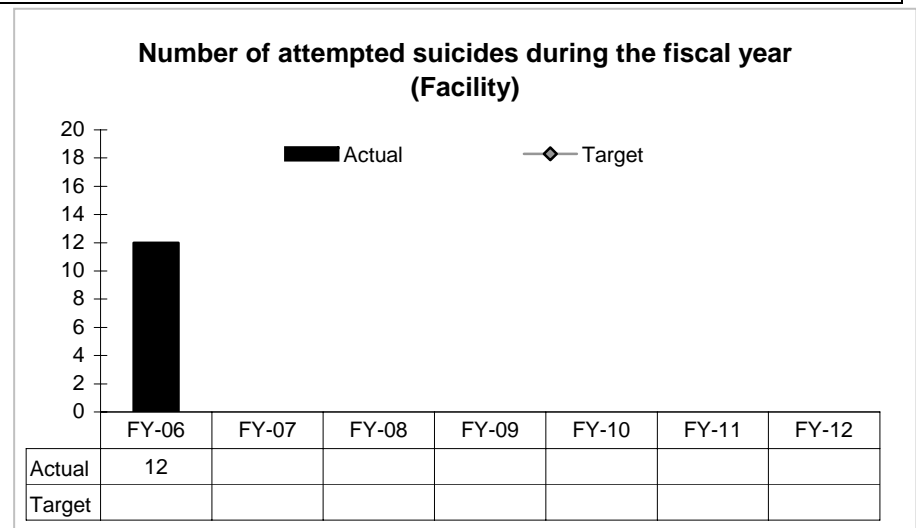
- assess all youth in a timely fashion and at points of transition when research shows risks to be elevated;
- provide appropriate intervention and monitoring of youth assessed at significant risk of suicidal behavior to assure their safety; and
- consistently apply re-evaluation, monitoring and intervention until risks are mitigated and responsive measures can be safely reduced.

**43. ABOUT THE TARGETS**

Targets have not yet been established for this measure. The measure has been recently redefined to focus on suicidal behavior judged by expert clinicians to be serious in nature and warrant tracking at the highest level of agency scrutiny. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review. (Note: 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 the maintenance of facility environments safe for all youth. )

**44. HOW WE ARE DOING**

OYA’s first year of data collection on this measure show a relatively low number of incidents where suicidal behavior occurred as defined by the measure. This is reflective of the agency’s 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 personally reviews all incidents of suicidal behavior to determine if it meets criteria for inclusion in the performance measure data and to advise the facility and local clinicians on appropriate follow-up and intervention. OYA is committed to ongoing attention and consistency in addressing youth suicidality and assuring youth safety.



### III. KEY MEASURE ANALYSIS

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

#### 45. HOW WE COMPARE

Juvenile justice on the national level does not collect and aggregate data on youth suicidal behavior in facility custody; however, OYA's participation in the PbS project does provide the ability to compare agency outcome data with other facilities and systems participating in the project in relation to self harm and suicidal ideation in general. These participating agencies are national leaders committed to high performance and continued improvement. The PbS outcome measures relating to suicidal behavior reflect the tracking of any youth behavior, regardless of type or severity, that results in self harm. In this definition of suicidal behavior, with a goal of maintaining safe environments, OYA facilities have consistently shown low rates of suicidal behavior, demonstrating safety performance better than the average rate for PbS project participants.

#### 46. FACTORS AFFECTING RESULTS

By their very circumstance, youth placed in youth correctional facilities have a high risk of suicidal behavior. Risk is elevated when youth with histories that include substance abuse, mental illness, and previous suicidal behavior are placed in a structured environment and separated from their community support systems.

OYA has consulted with national experts on youth suicide and established a suicide prevention policy grounded in best practice and the current body of research on the subject. Staff are trained annually on the policy and on new knowledge or practice relating to the prevention of suicidal behavior. Screening and assessment protocols are regularly reviewed, and OYA has recently implemented the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), as an additional source of information in making judgment about youth suicide risk.

#### 47. 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.
- 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 not only safety in staff training, but the maintenance of readiness to respond to youth exhibiting suicidal thought or behavior.
- Continue to review incidents that result in significant suicidal behavior in youth to determine what corrections or improvements may be in order.

#### 48. ABOUT THE DATA

The data changed for this reporting period. Suicide data was previously reported as a rate. The data was collected twice a year using PbS reporting methods and definitions. The new serious suicidal behavior measure is reported as a number (per request at last legislative session) and 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 medications; objects around necks where marks are left). The data is collected from the JJIS Suicide Documentation Report. The OYA Clinical Director reviews each incident to determine if the incident constitutes "serious suicidal behavior".

### III. KEY MEASURE ANALYSIS

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

KPM #5b	SUICIDAL BEHAVIOR - FIELD Number of attempted suicides during the fiscal year.	Measure since: 2006
<b>Goal</b>	YOUTH SAFETY – Protect youth from self-harm and suicidal behavior.	
<b>Oregon Context</b>	Agency Mission	
<b>Data source</b>	Juvenile Justice Information System (JJIS) Suicide Documentation Report, Director’s Incident Report database, residential program incident reports	
<b>Owner</b>	Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

**49. OUR STRATEGY**

Prevent youth suicidal behavior by assessing youth and training staff to monitor, evaluate, and intervene with youth at increased risk. Ensure early reporting, early assessment and evaluation, and intervene with youth at increased risk with referral to the appropriate mental health resource in the local community.

Ensure that such behavior is identified and monitored as youth are transferred to community programs.

**50. ABOUT THE TARGETS**

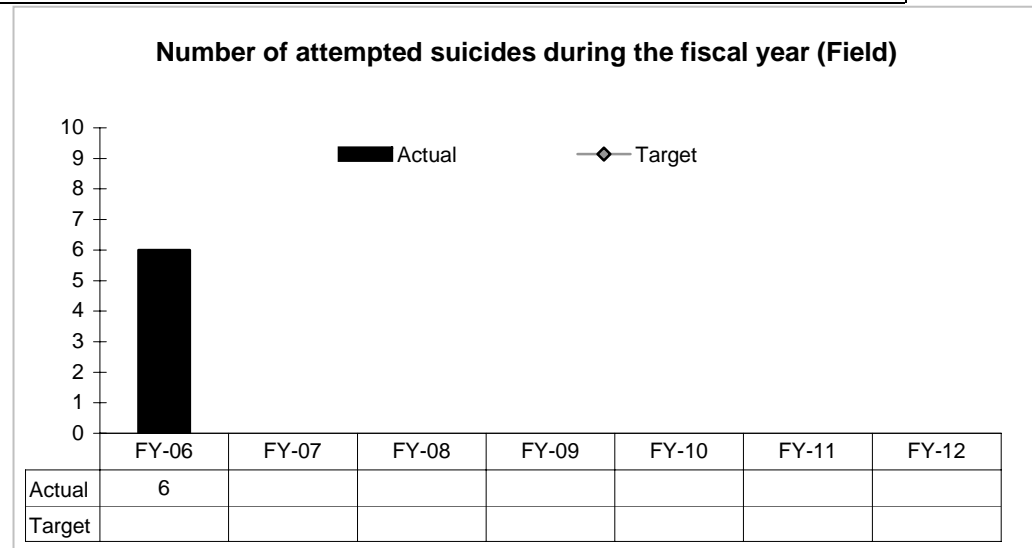
Targets have not yet been established for this measure. The measure has been recently redefined to focus on suicidal behavior judged by expert clinicians to be serious in nature. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review. (Note: All self harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health interventions.)

**51. HOW WE ARE DOING**

OYA’s first year of data collection on this measure show a relatively low number of incidents. OYA’s emphasis on youth safety and the suicide prevention policy has been a positive outcome. In addition, OYA’s Clinical Director reviews all incidents of suicidal behavior to determine if it meets criteria for inclusion in the performance measure data and to advise the staff and local clinician on appropriate follow-up and intervention.

**52. HOW WE COMPARE**

There is no national comparative data for this measure.



### III. KEY MEASURE ANALYSIS

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

#### 53. FACTORS AFFECTING RESULTS

The local OYA field staff works closely with county mental health to triage, screen, and provide intervention services for youth on parole or probation. Emergency services are coordinated for youth through the county and access to hospitalization is a cooperative partnership.

OYA has entered into a contract with two residential providers who serve youth with significant mental health needs to include suicide ideation/history. This resource has provided a needed relief for care of at-risk youth on probation status.

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. Staff are trained annually on the policy and on new knowledge or practice relating to the prevention of suicidal behavior.

#### 54. WHAT NEEDS TO BE DONE

- Timely coordination and access to services through both county and state mental health must be coordinated within the protocol to ensure that youth at risk are served effectively and are safe.
- Implement the MAYSI-II in the community as an additional source of information in making judgment about youth risk.
- Research and training for staff on youth trends in accidental deaths (e.g. resulting from experimentation with drugs or sex) needs to be coordinated and delivered.

#### 55. ABOUT THE DATA

The data changed for this reporting period. Suicide data was previously reported as a rate. The data was collected using incident reports and monthly reports from residential providers. The new serious suicidal behavior measure is reported as a number (per request at last legislative session) and 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 medications; objects around necks where marks are left). The data is collected from the JJIS Suicide Documentation Report, from the Director’s Incident Report database, and from residential program incident reports. The OYA Clinical Director reviews each incident to determine if the incident constitutes “serious suicidal behavior”.

### III. KEY MEASURE ANALYSIS

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

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) KPM Extract Report 308a and 309a	
Owner	Brian Florip, Assistant Director, Facility Operations (503) 373-7238; and Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

**56. OUR STRATEGY**

Establish protocols that assure each youth is assessed in a timely manner using the OYA Risk/Need Assessment (OYA/RNA) tool.

**57. ABOUT THE TARGETS**

Targets have not yet been established for this measure. The measure has been recently redefined to focus on the OYA/RNA as the most appropriate and key assessment measure used by the agency for case planning and placement decisions. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review.

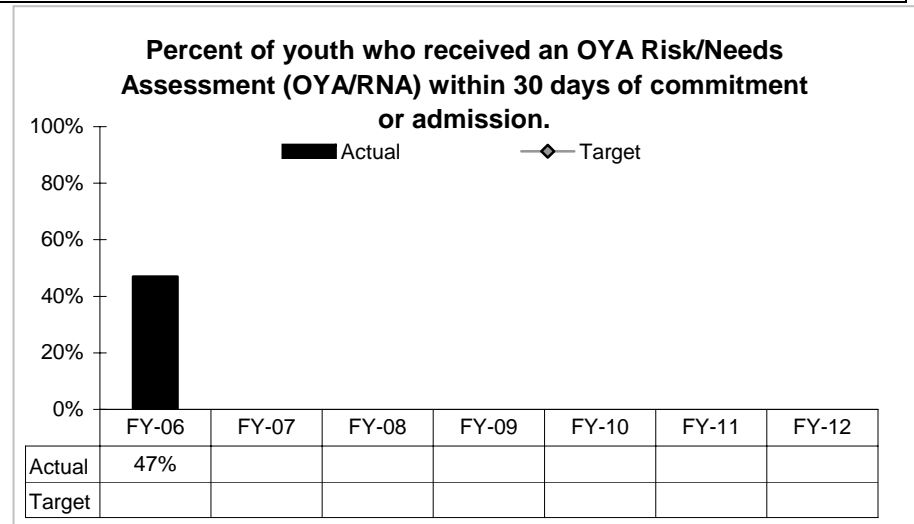
**58. HOW WE ARE DOING**

OYA’s first year of data collection on this measure showed partial achievement of the agency’s goal relating to this measure. Although assessments were completed in approximately 80% of cases, they were not captured in the system because they were not appropriately “locked”.

Training for all staff who will administer the OYA/RNA is nearly complete and the curriculum for new staff orientation includes introduction to the tool. Continued improvement in agency staff proficiency in administering the tool and focus on timely administration will result in improved results on this measure during the next data collection period.

**59. HOW WE COMPARE**

Juvenile justice on the national level does not collect and aggregate data on the administration and timeliness of risk assessment. Many juvenile justice systems have yet to implement a standardized, validated risk/need assessment tool. OYA is among national leaders in the area of assessment and case plan development as evidenced by program review by national experts.



### III. KEY MEASURE ANALYSIS

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

#### 60. FACTORS AFFECTING RESULTS

The key factors influencing OYA's results on this measure center on staff training and monitoring compliance with the measure. OYA is currently engaged in a validation of the OYA/RNA on Oregon youth. This validation will increase credibility in the tool and assist the agency in communicating the importance of timely and consistent assessments.

In a facility environment, youth are available in a controlled and structured environment which makes interview and assessment easier to complete. In the community environment, access to the youth is sometimes more difficult to arrange and creates difficulty in assuring timeliness of assessment. An additional factor common to both facility and field is the ready availability of background information on the youth case. This information availability is assisted tremendously by Oregon's implementation of the Juvenile Justice Information System (JJIS).

#### 61. WHAT NEEDS TO BE DONE

- Require timely and consistent assessment of youth in both facility and field environments.
- Continue to work toward Oregon validation of the OYA/RNA and to provide effective training to all staff involved in administration of the tool.
- Continue to emphasize the importance of the protocols and monitor staff performance in meeting the performance measure goal.

#### 62. ABOUT THE DATA

The data changed for this reporting period. Previously the data reported intake screenings done on youth admitted to a youth correctional facility (YCF). OYA now completes the OYA Risk/Needs Assessment on all youth to determine their risk to reoffend, as well as their needs and the positive influences in their life. The OYA/RNA is completed by the OYA staff assessing the youth. Additionally, some county juvenile departments complete an OYA/RNA assessment prior to commitment to OYA. For the KPM, an OYA/RNA qualifies for the measure if it is completed within 30 days prior to or following commitment to OYA probation, or admission to a youth correctional facility. The OYA/RNA data is stored in JJIS.

### III. KEY MEASURE ANALYSIS

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

<b>KPM #7</b>	<b>CORRECTIONAL TREATMENT</b> Percent of youth committed to OYA for more than 30 days whose records indicate active domains in an OYA case plan as identified in the OYA/RNA. <b>Interim Measure: Percent of youth who received an OYA Risk/Needs Assessment and whose records indicate an open case plan within 30 days of commitment to OYA probation or admission to facility.</b>	<b>Measure since: 2006</b>
<b>Goal</b>	TARGET TREATMENT – Improve the effectiveness of correctional treatment by targeting youth offenders’ criminogenic risks & needs.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 308a and 309a	
<b>Owner</b>	Brian Florip, Assistant Director, Facility Operations (503) 373-7238; and Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

**63. OUR STRATEGY**

Assure that each youth is assessed in a timely manner using the OYA Risk/Need Assessment (OYA/RNA) to assess youth criminogenic risks and protective factors to develop an individual treatment plan. The assessment and plan will then be used to make program assignment that is an accurate match of services with the identified youth profile.

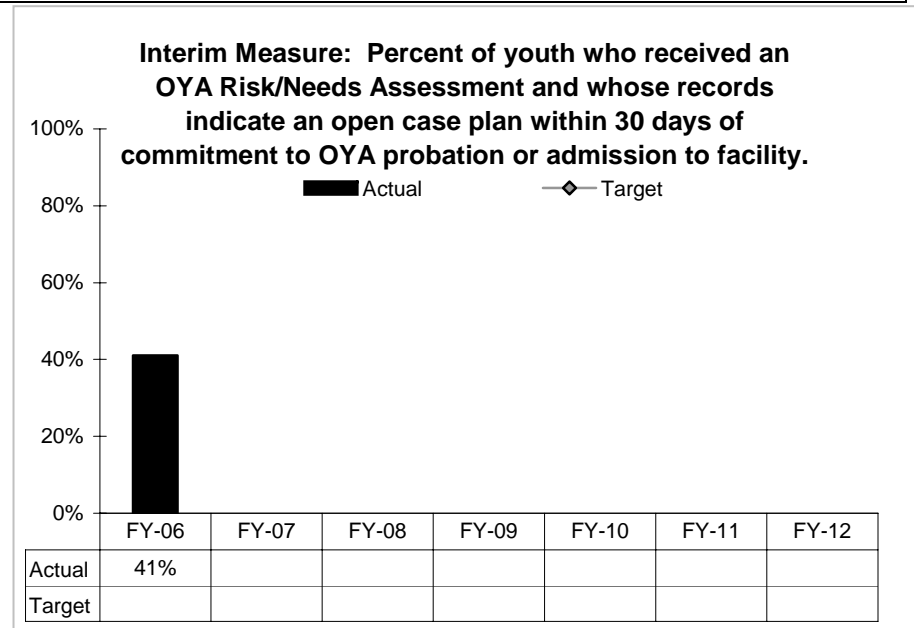
This strategy links with KPM #6 to make effective use of information obtained about individual youth to develop meaningful case plans that target known predictors of future crime.

**64. ABOUT THE TARGETS**

Targets have not yet been established for this measure. OYA has established an interim measure that focuses on the link between a completed OYA/RNA and the development and activation of the youth case plan. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review.

**65. HOW WE ARE DOING**

The automated plans have been combined into a single plan as of April 2006. Previously they were completed independently: one facility, one field. While the 41% rate is lower than anticipated, the combined case plan and quality improvement/assurance is anticipated to increase completion rates. Training for all staff who will administer the OYA/RNA is nearly complete and the curriculum for new staff orientation includes introduction to the tool. Additional staff training focused on effective use of OYA/RNA results to provide the foundation of effective case plan development is underway.



### III. KEY MEASURE ANALYSIS

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

#### 66. HOW WE COMPARE

Juvenile justice on the national level does not collect and aggregate data on the administration and timeliness of risk assessment and its relationship to timely case plan development. OYA is among national leaders in the area of assessment and case plan development as evidenced by program review by national experts.

#### 67. FACTORS AFFECTING RESULTS

Staff training, compliance monitoring and continued focus by OYA and its partners on the multi-disciplinary team approach are all factors that positively impact this measure. In the facility environment, the youth are available in a controlled and structured environment making interview and assessment, followed by case plan development, easier to complete. In the community environment for probation youth access to the youth is sometimes more difficult to arrange and creates difficulty in assuring timeliness of assessment and subsequent case plan development. An additional factor common to both facility and field is the ready availability of background information on the youth case. This information availability is helped tremendously by Oregon's implementation of the Juvenile Justice Information System (JJIS).

#### 68. WHAT NEEDS TO BE DONE

- Capture youth information from the county of commitment at the point of commitment to OYA. Co-management agreements will be reviewed and discussions pursued to strengthen the partnership surrounding how information is transferred at this timely point.
- Continue to emphasize timely and consistent assessment of youth in both facility and field environments, and monitor whether risk/needs assessments are being completed and locked in JJIS.
- Continue work toward validation of the OYA/RNA.
- Provide effective training to all staff involved in administration of the tool.
- Continue to emphasize the multi-disciplinary approach to case management that is centered on the youth case plan as the framework document.
- Continue to emphasize the importance of the protocols and monitor staff performance in meeting the performance measure goal. Ninety-day Field Supervisors Case Audits, being implemented the Fall 2006, will formally collect data and analyze information to manage compliance.
- Develop a methodology to collect data in order to evaluate the quality of the case plan by determining if the case plan domains are indicated by the OYA/RNA.

#### 69. ABOUT THE DATA

Interim Measure: Percent of youth who received an OYA Risk/Needs Assessment and whose records indicate an open case plan within 30 days of commitment to OYA probation or admission to facility.

The data changed for this reporting period. Previously the data reported YCF youth with individual treatment plans. For this report the data came from the OYA Risk/Needs Assessment (OYA/RNA) and the OYA case plan, and includes all youth. Both the assessment and case plan are completed by OYA staff and stored in JJIS. Complete data for this new measure is not available for this report. An interim measure was developed to report from the data that is available. Interim Measure: Completing the OYA/RNA and developing case plans based on the assessments are new processes for staff. The interim measure focuses on whether or not staff are completing the OYA/RNA and an OYA case plan for youth. The interim measure computes the percent of youth who received an OYA/RNA and whose records indicate an open case plan within 30 days of commitment to OYA probation or admission to facility. The interim measure does not evaluate which domains are indicated in the OYA/RNA.

### III. KEY MEASURE ANALYSIS

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

<b>KPM #8</b>	<b>EDUCATIONAL SERVICES</b> Percent of youth committed to OYA for more than 60 days whose records indicate that they have received the education programming prescribed by their OYA case plan. Interim Measure: Percent of youth committed to OYA for more than 60 days whose records indicate an open education domain in their case plan who are receiving or received the identified intervention.	Measure since: 2006
<b>Goal</b>	PROVIDE EDUCATION– Provide education programming that prepares youth offenders for responsibility in the community.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 308a and 309a	
<b>Owner</b>	Brian Florip, Assistant Director, Facility Operations (503) 373-7238; and Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

**70. OUR STRATEGY**

Work with agency education contractors in facilities and with education providers in the community to assure that each youth receives appropriate educational assessment in a timely manner. Assessments showing a need for service will result in review by the MDT and the establishment of an open education domain in the youth case plan and appropriate services assigned.

**71. ABOUT THE TARGETS**

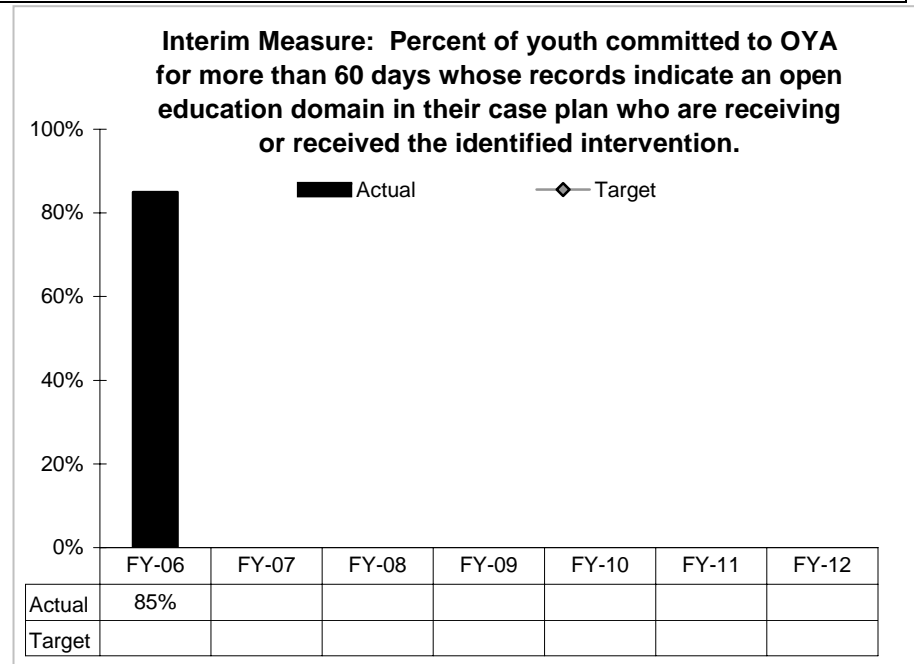
Targets have not yet been established for this measure. OYA has established an interim measure that focuses on the link between an open education domain and verification that the identified services are being, or have been, delivered. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review.

**72. HOW WE ARE DOING**

Both the completion of the case plan and the percentage of youth who are enrolled in a school intervention are high.

**73. HOW WE COMPARE**

Juvenile justice on the national level does not collect data on the administration and timeliness of education assessment and its relationship to timely case plan development. However, OYA’s key performance measure described here mirrors the PbS outcome measure relating to delivery of education services. Over the last four years OYA has achieved 100% compliance with this measure and performs well above the average for facilities participating in the PbS project.



### III. KEY MEASURE ANALYSIS

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

#### 74. FACTORS AFFECTING RESULTS

Field Supervisors are working with local education service providers and the Oregon Department of Education (ODE) to address specific needs of youth transitioning into the community. Local protocols, where needed, have been established to move school records more smoothly between agencies and expedite the youth enrollment process. OYA consults regularly with ODE to ensure that academic transition is achieved.

Factors that impact progress in this measure include: staff training and monitoring compliance, OYA's ability to communicate with education contractors and providers about the timelines and expectations of this key performance measure, and continued focus on the MDT approach by OYA and partner agencies.

Training for all staff who will participate in multi-disciplinary team oversight of educational services is ongoing and will assist in further improvement. In the facility environment, the youth are available in a controlled and structured environment making educational assessment, followed by case plan development, easier to complete. In the community environment youth access is sometimes more difficult to arrange and creates difficulty in assuring timeliness of assessment and subsequent case plan development. An additional factor common to both facility and field is the ready availability of background information and previous transcripts on the youth case. This information availability is helped tremendously by Oregon's implementation of the Juvenile Justice Information System (JJIS), however, education records are not contained in JJIS and are sometimes difficult to obtain on youth who have been away from academic programming for some time.

#### 75. WHAT NEEDS TO BE DONE

- Conduct case audits quarterly to ensure appropriate and timely service. Field staff has been training to enter requirements around youth education services into JJIS to efficiently track history and reports generated to monitor our achievements on a monthly basis.
- Develop and deliver training for JPPOs on the requirements of special needs youth and the education system.
- Work with ODE and local schools to coordinate transfer of school records to timely enroll youth in school rather than wait the standard 21 days.
- Continue to emphasize timely and consistent educational assessment of youth in both facility and field environments.
- Continue to emphasize the multi-disciplinary approach to case management that is centered on the youth case plan as the framework for this activity.
- Further communication and clarification of expectations with education contractors and partners.
- Continue to emphasize the importance of the protocols and monitor staff performance in meeting the performance measure goal.
- Collect data to identify youth with an Individualized Education Plan or other special educational need and to identify whether youth are receiving related services.

#### 76. ABOUT THE DATA

Interim Measure: Percent of youth committed to OYA for more than 60 days whose records indicate an open education domain in their case plan who are receiving or received the identified intervention. This measure includes OYA youth in facilities, on probation or on parole.

The data changed for this reporting period. Previously the data reported YCF youth receiving education services described in their individual treatment plan. For this report the data came from the OYA case plan and included all youth. Complete data for measure is not available for this report. An interim measure was developed to report from the data that is available. Interim Measure: The interim measure computes the percent of youth committed to OYA for more than 60 days whose records indicate an open education domain in their case plan who are receiving or received the identified intervention. This measure includes OYA youth in facilities, on probation or on parole. The interim measure does not determine if the youth has special educational needs.

### III. KEY MEASURE ANALYSIS

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

<b>KPM #9</b>	<b>COMMUNITY REENTRY SERVICES</b> Number 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 Interim Measure: Number of youth released from close custody during the last quarter of the fiscal year (April to June 2006) who reviewed the transition plan in their case plan within 30 days prior to release.	Measure since: 2006
<b>Goal</b>	COMMUNITY REENTRY SERVICES –Continue to provide effective correctional services to youth offenders released from facility.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 309a	
<b>Owner</b>	Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

**77. OUR STRATEGY**

Manage OYA cases to ensure continuation of services during youth offender transition from close custody to the community.

**78. ABOUT THE TARGETS**

This is a new measure so targets have not yet been established. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review.

**79. HOW WE ARE DOING**

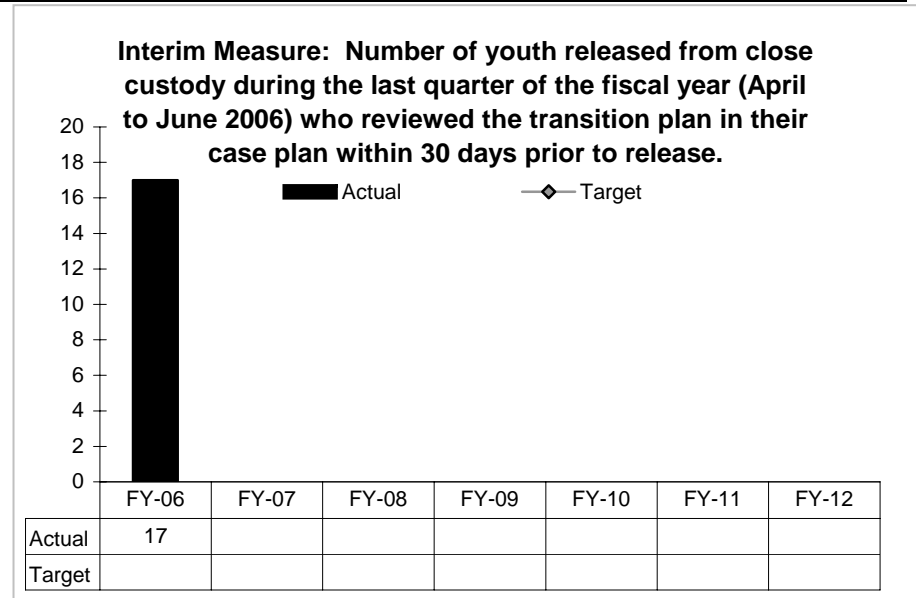
OYA has improved written aftercare plans in both design and technology. These improvements are reflected in refined high standards for practice and higher expectations for documentation. The data collection process itself has not been fully implemented.

**80. HOW WE COMPARE**

The PbS project provides comparative data with two outcome measures relating to transition plan completion. OYA has performed at a high level since these standards were established in 2002, showing plan completion rates exceeding the average.

**81. FACTORS AFFECTING RESULTS**

Previously, both the facilities and field JPPO completed case plans on youth. The OYA redesigned the JJIS case plan to include a transition plan document. This streamlined process, implemented in April 2006, now has produced a single case plan per youth regardless of facility or field location



### III. KEY MEASURE ANALYSIS

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

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

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, as well as 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 youth of color returning from facilities.

#### 82. WHAT NEEDS TO BE DONE

- A revamping of the Multi Disciplinary Team to include a mental health staff at facility intake and at transition meetings. In addition, all relevant information and staff will be identified for the MDT on a quarterly basis. This process will improve involvement of clinical staff in the transition and referral recommendation process.
- Full implementation of the Field Supervisors Case Audit process (Fall 2006) to review and assess transition plans and services.
- Continue to train staff to become more proficient in the use of JJIS and familiar with the youth case plan.

#### 83. ABOUT THE DATA

Interim Measure: Number of youth released from close custody during the last quarter of the fiscal year (April to June 2006) who reviewed the transition plan in their case plan within 30 days prior to release. There were 158 youth released from close custody during the reporting period (April to June 2006), 11% of them (17 youth) reviewed the transition plan in their case plan within 30 days prior to release. Plan for 06/07 data collection: Gather data from the Case Audit for field youth. The method for facility youth data collection is undetermined.

The data changed for this reporting period. Previously the data reported YCF youth with after care treatment plans. For this report the data came from the transition goal in the OYA case plan. Complete data for measure is not available for this report. An interim measure was developed to report from the data that is available. Interim Measure: Number of youth released from close custody during the last quarter of the fiscal year (April to June 2006) who reviewed the transition plan in their case plan within 30 days prior to release. There were 158 youth released from close custody during the reporting period (April to June 2006), 11% of them (17 youth) reviewed the transition plan in their case plan within 30 days prior to release. Plan for 06/07 data collection: Transition plans and services will be reviewed during periodic “case audits” done for youth parole and probation youth. Case audit findings will be recorded in JJIS to support the KPM.

### III. KEY MEASURE ANALYSIS

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

<b>KPM #10a</b>	<b>SCHOOL AND WORK ENGAGEMENT: PAROLE</b>		<b>Measure since: 2006</b>
	Percent of youth released from close custody during the fiscal year who are living in OYA Family Foster Care, independently or at home (OYA parole) and who are engaged in school, work, or both within 30 days of release. Interim Measure: Percent of youth living in OYA Family Foster Care, independently or at home (OYA parole) and who were engaged in school, work, or both on March 1, 2006.		
<b>Goal</b>	SCHOOL & WORK ENGAGEMENT – Engage youth offenders placed in the community with school and/or work immediately.		
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism.		
<b>Data source</b>	2006 Mental Health / Substance Abuse Gap Assessment, March 1, 2006		
<b>Owner</b>	Robyn Cole, Assistant Director, Field Operations (503) 378-8261		

**84. OUR STRATEGY**

Reduce recidivism by managing OYA cases to ensure that youth offenders in the community are engaged with school and/or work.

**85. ABOUT THE TARGETS**

This is a new measure so targets have not yet been established. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review.

**86. HOW WE ARE DOING**

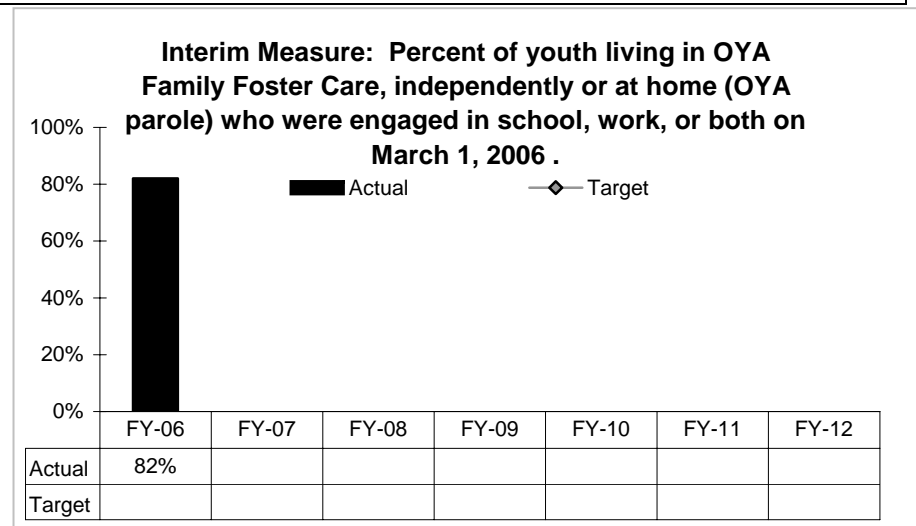
By statute, OYA communicates all youth releases to local school districts. The 82% of engagement is a high percentage, although one that will be improved upon.

**87. HOW WE COMPARE**

No comparative analysis from other programs or agencies is available.

**88. FACTORS AFFECTING RESULTS**

Youth identification documents have been an obstacle to employability creating a delay in entering the job market for those who have completed their education and/or do not intend to pursue higher education. OYA has entered into an agreement with the Driver and Motor Vehicle Division to allow youth to obtain Oregon identification cards using the OYA verification as one piece of official identification. Additionally, funds have been allocated to support the purchase of youth identification cards as needed.



### III. KEY MEASURE ANALYSIS

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

OYA collaborates with numerous partners to provide many opportunities for youth to include: GED tutorial and testing, alternative school placements, vocational training, transition to mainstream school, business to hire programs, and professional mentors. OYA is also working with local schools and the ODE on document transition to receiving school districts and has piloted a project with the Dallas School District. Similarly, a comprehensive Memorandum of Understanding exists with the Multnomah Education Service District and the Oregon Youth Authority focused on youth transition into local education providers. Project Support, a partnership with Vocational Rehabilitation and the Oregon Youth Authority provides transitional services surrounding youth employment and skill development in Multnomah and Lane counties.

By statute, OYA is required to notify local schools of youth releases and return to the school district. This is completed on all youth and assists in the transition planning for their education.

#### 89. WHAT NEEDS TO BE DONE

- OYA has entered into its first Memorandum of Understanding (MOU) with the Dallas School District outlining the roles of youth transition to the school district and information exchange to expedite the enrollment process. This pilot project was developed jointly by OYA, ODE and the school district. Similar MOU's will be pursued statewide.
- Continue development of Multi Disciplinary Team (MDT) model. The goal of the model is development of a case plan with the youth offender to engage in targeted skill based interventions designed to assist the offender in transitioning to the least restrictive environment appropriate. Key members of the MDT are the JPPO, Treatment Manager, youth, and family members. Staff training and implementation of this model is set for late Fall 2006.
- Full automation and implementation of quarterly case audits to ensure appropriate and timely service in Fall 2006.
- Evaluate a youth's engagement in school and work every thirty days and record the information in JJIS.

#### 90. ABOUT THE DATA

Interim Measure: Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole) who were engaged in school, work, or both on March 1, 2006.

This is a new measure. Complete data was not available for this report. An interim measure was developed to report from the data that is available. For this report the data came from the 2006 Mental Health / Substance Abuse Gap Assessment. Interim Measure: Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole) who were engaged in school, work, or both on March 1, 2006. Source: 2006 Mental Health / Substance Abuse Gap Assessment, March 1, 2006, and includes youth with placement locations of foster care, home, relative's home or independent living. This data is a point in time collection from the Mental Health / Substance Abuse Gap Assessment survey done on March 1, 2006, and therefore captures the percentage of youth engaged in school, work or both on that date, rather than the percentage of youth who were engaged in school, work or both within 30 days of placement. Vocational training was included in this measure. Vocational training is defined by the Mental Health Gap Analysis as "any training the youth is engaged in to obtain job skills" and is also part of the TRACS study measure of engagement.

### III. KEY MEASURE ANALYSIS

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

<b>KPM #10b</b>	<b>SCHOOL AND WORK ENGAGEMENT: PROBATION</b>	
	Percent of youth committed to OYA for probation during the fiscal year who are living in OYA Family Foster Care, independently or at home (OYA probation) and who are engaged in school, work, or both within 30 days of placement. Interim Measure: Percent of youth living in OYA Family Foster Care, independently or at home (OYA probation) who were engaged in school, work, or both on March 1, 2006.	
<b>Goal</b>	SCHOOL & WORK ENGAGEMENT – Engage youth offenders placed in the community with school and/or work immediately.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism.	
<b>Data source</b>	2006 Mental Health / Substance Abuse Gap Assessment, March 1, 2006	
<b>Owner</b>	Robyn Cole, Assistant Director, Field Operations (503) 378-8261.	

Measure since: 2006

**91. OUR STRATEGY**

Reduce recidivism by managing OYA cases to ensure that youth offenders in the community are engaged with school and/or work.

**92. ABOUT THE TARGETS**

This is a new measure so targets have not yet been established. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review.

**93. HOW WE ARE DOING**

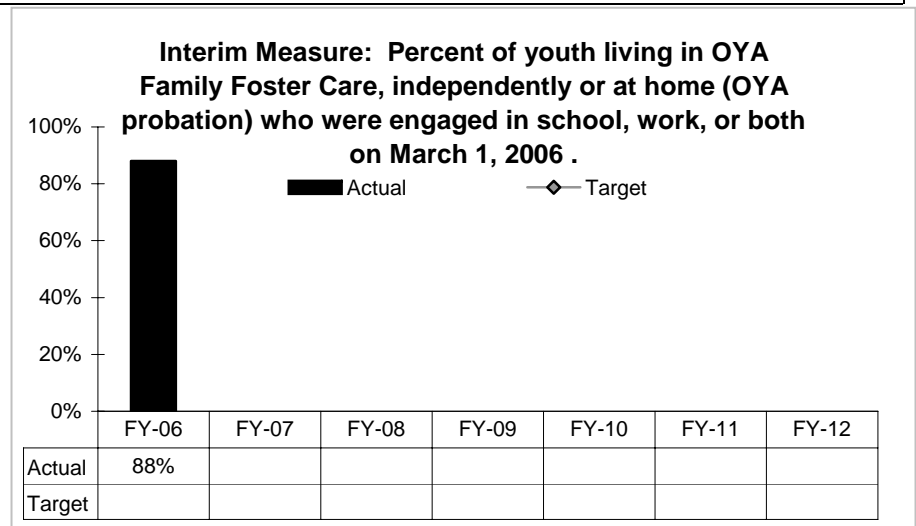
OYA currently communicates all youth releases by statute to local school districts. The 88% of engagement is a high percentage, although one that will be improved upon.

**94. HOW WE COMPARE**

There are no national comparisons.

**95. FACTORS AFFECTING RESULTS**

OYA collaborates with numerous partners to provide many opportunities for youth to include: GED tutorial and testing, alternative school placements, vocational training, transition to mainstream school, business to hire programs, and professional mentors. OYA is also working with local schools and the ODE on document transition to receiving school districts and has piloted a project with the Dallas School District.



### III. KEY MEASURE ANALYSIS

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

OYA has implemented an automated queue in the youth case plan that monthly requests and update about the education/vocation planning and activity. This is intended to capture current information on youth engagement.

**96. WHAT NEEDS TO BE DONE**

- Formalize the informal partnerships with Vocational Rehabilitation Division (VRD) and the Employment Department regarding vocational training for youth.
- Continue on-going training to provide staff with continued information on effective strategies surrounding youth engagement
- Develop monthly monitoring of these activities.
- Evaluate a youth's engagement in school and work every thirty days and record the information in JJIS.

**97. ABOUT THE DATA**

Interim Measure: Percent of youth living in OYA Family Foster Care, independently or at home (on OYA probation) who were engaged in school, work, or both on March 1, 2006.

This is a new measure. Complete data was not available for this report. An interim measure was developed to report from the data that is available. For this report the data came from the 2006 Mental Health / Substance Abuse Gap Assessment. Interim Measure: Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole) who were engaged in school, work, or both on March 1, 2006. Source: 2006 Mental Health / Substance Abuse Gap Assessment, March 1, 2006, and includes youth with placement locations of foster care, home, relative's home or independent living. This data is a point in time collection from the Mental Health / Substance Abuse Gap Assessment survey done on March 1, 2006, and therefore captures the percentage of youth engaged in school, work or both on that date, rather than the percentage of youth who were engaged in school, work or both within 30 days of placement. Vocational training was included in this measure. Vocational training is defined by the Mental Health Gap Analysis as "any training the youth is engaged in to obtain job skills" and is also part of the TRACS study measure of engagement

### III. KEY MEASURE ANALYSIS

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

KPM #11	RESTITUTION PAID Amount or percent of restitution paid during the fiscal year.	Measure since: 2006
Goal	YOUTH ACCOUNTABILTY – 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	
Owner	Brian Florip, Assistant Director, Facility Operations (503) 373-7238; and Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

**98. OUR STRATEGY**

Assure accountability of restitution payment. Develop opportunities to earn money in facilities and community programs to pay restitution

**99. ABOUT THE TARGETS**

This is a new measure so targets have not yet been established. Data from this measure will be collected and analyzed, and targets will be established in future cycles of performance measure review.

**100.HOW WE ARE DOING**

In fiscal year 2006, at close of restitution order, OYA youth paid \$54,804 out of a total of \$153,770. (Note: This number only reflects closed cases.)

**101.HOW WE COMPARE**

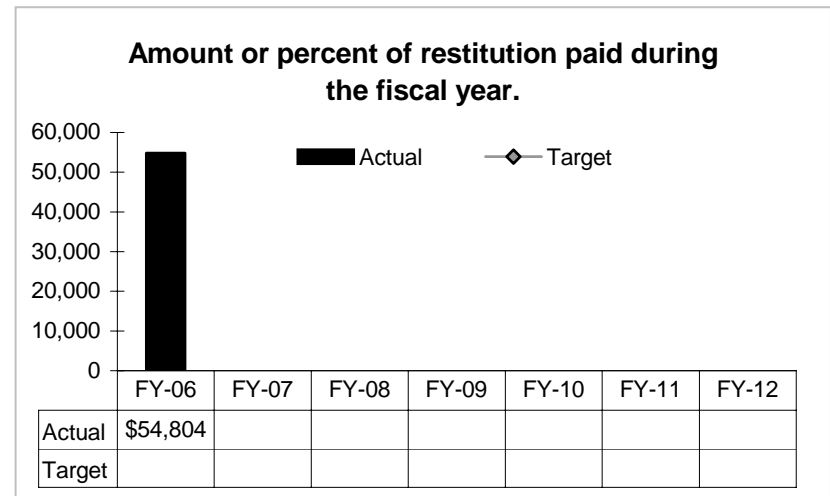
Compared to Oregon juvenile departments, this is slightly above the statewide average for the same reporting period.

**102.FACTORS AFFECTING RESULTS**

Formal restitution payments may be made directly to the court which are entered into the Oregon Justice Information Network, the court automated system. This system does not interface with JJIS, resulting in incomplete data.

**103.WHAT NEEDS TO BE DONE**

- Manage OYA cases to increase the amount of restitution paid; improve the monitoring and reporting of restitution data.
- Provide on-going training for OYA staff regarding restitution orders and case closure updates.



### III. KEY MEASURE ANALYSIS

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

#### 104.ABOUT THE DATA

This is a new measure for this reporting period. Data for this report came from the JJIS. Restitution orders are established by the court. Payments made toward restitution orders are recorded and tracked by the court system. During the time of OYA supervision, OYA also tries to record the payments made, but may not know all restitution payments made towards an order and recorded by the court. Consequently, OYA does not have complete information on all restitution paid during a fiscal year.

It is important to realize the amount of restitution paid does not always represent youths' fulfillment of obligations to make payments to their victims or the victim's receipt of compensation for damages. For example:

- Youth can satisfy restitution obligations to victims 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.
- Oregon law requires judges to 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 condition 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.

OYA has submitted a proposal to change to this measure to report the total payments made at the time the restitution order is closed in JJIS. Reporting on the status of restitution payments at the time the restitution order is close will give a more accurate measure of progress. At the time of closure, complete information for the youth can be obtained from the court system. All payments received by the court will be known and can be recorded in JJIS.

### III. KEY MEASURE ANALYSIS

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

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 reoffend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255a	
Owner	Brian Florip, Assistant Director, Facility Operations (503) 373-7238; and Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

#### 105.OUR STRATEGY

Reduce parole recidivism of youth offenders committed to OYA by providing effective correctional treatment.

#### 106.ABOUT THE TARGETS

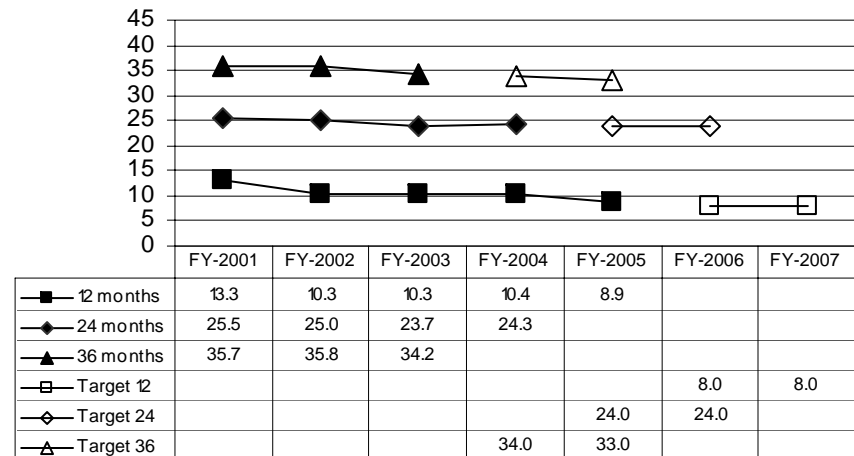
The targets were selected through analysis of rates of decline from FY 01 through FY 05. The OYA anticipates continued reduction in recidivism as a result of efforts to improve correctional treatment.

#### 107.HOW WE ARE DOING

There is a slight downward decline in recidivism over the past five fiscal years. Data shows the recidivism rate for youth tracked over a twelve month period following their release has decreased from 13.3 in FY 2001 to 8.9 in FY 2005. The OYA Recidivism Study of youth released from close custody during calendar years 2000-2003 found, with some exceptions, juvenile parole sub-populations with the *lowest* recidivism rates were more likely to be either female or committed to OYA for a sex offense. Youth who were *more likely* to recidivate were either male or committed to OYA for a property or a drug related offense.

Similarly, a survival analysis of recidivism among OYA youth who were released from close custody during the years 2001-2004 found recidivism rates lower for females than males and lower rates for males with sexual offenses. Key findings also indicated that a history of running from community placements, previous probation violations, and a history of alcohol or other drug abuse all predicted recidivism for males.

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).



### III. KEY MEASURE ANALYSIS

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

#### 108.HOW WE COMPARE

There are no standardized national recidivism rates for juveniles. In the Juvenile Offender and Victims 2006 National report published by the US Department of Justice, caution was noted regarding comparison of recidivism with other states due to the fact that the populations, juvenile justice statutes, definition of recidivism and measures of each state are different.

#### 109.FACTORS AFFECTING RESULTS

Overall juvenile crime continues to decline both nationally and in Oregon. Implementation of risk needs assessments, automated case plans focusing on criminogenic risk factors, expansion of cognitive behavioral interventions, and re-engineered staff in-service training appear to have positive effects in decline of the 12 month recidivism rates in FY 2005.

There are also numerous factors outside of OYA control that affect recidivism. This is particularly true after youth are terminated from OYA custody. At that time youth can no longer benefit from OYA interventions targeting family, associate and environmental risk factors.

#### 110.WHAT NEEDS TO BE DONE

- Validate the Risk Needs Assessment tool to ensure OYA is appropriately identifying the risk level of youth.
- 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.
- Continue training efforts to assure staff have the knowledge and competencies to deliver effective interventions.
- Continue efforts with DHS Addictions and Mental Health Services, to improve quality and effectiveness of drug and alcohol treatment.
- Develop greater capacity of evidence-based family interventions for youth returning to family homes.
- Develop greater capacity of evidence-based 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 and identify targets for intervention and increase program fidelity. This will afford the agency to make the necessary changes and adjustments more quickly.

#### 111.ABOUT THE DATA

The data sources for this measure are the Juvenile Justice Information System (JJIS) and adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. Recidivism is always comprised of four variables: (1) A group of people; (2) a date to track from; (3) an event that indicates "recidivism;" and (4) a length of time to track. For this measure, the group of people is parole releases during the fiscal year. For the purpose of measuring performance, OYA has defined recidivism as (a) felony adjudications (juvenile court) and felony convictions (adult court); and (b) is tracked for 12, 24, and 36 months for both juvenile and Department of Corrections offenders. Note – The 2005 progress report contained an error in the calculation; some misdemeanor adult sentences were included. The data for all the years have been recomputed. The rates dropped slightly because fewer adult convictions were included.

### III. KEY MEASURE ANALYSIS

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

<b>KPM #13</b>	<b>PROBATION RECIDIVISM</b> 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).	<b>Measure since: 2003</b>
<b>Goal</b>	PUBLIC SAFETY – Protect the public by reducing the number of youth who reoffend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255a	
<b>Owner</b>	Robyn Cole, Assistant Director, Field Operations (503) 378-8261	

**112.OUR STRATEGY**

Reduce probation recidivism of youth offenders committed to OYA by providing effective correctional treatment.

**113.ABOUT THE TARGETS**

The targets were selected through analysis of rates of decline from FY 01 through FY 05. OYA anticipates continued reduction in recidivism as a result of efforts to improve correctional treatment by adhering to principles of effective interventions as well as ongoing monitoring of program fidelity.

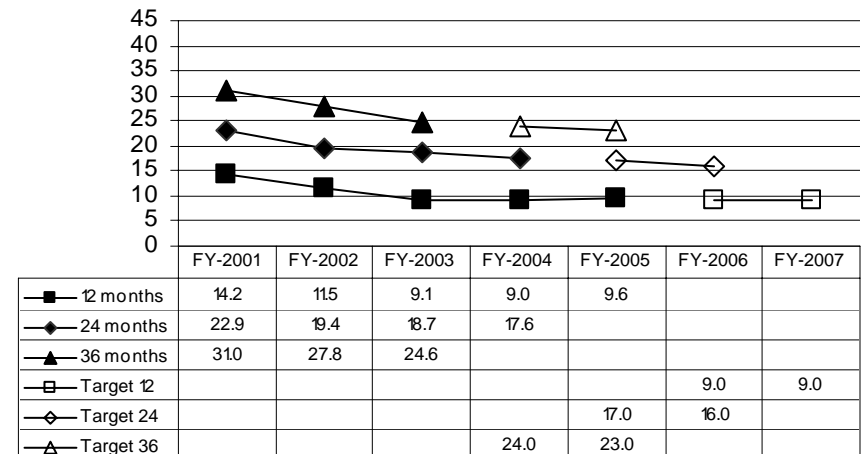
**114.HOW WE ARE DOING**

Overall there is a general decline in recidivism across demographic and crime type variables. However, in FY 2005 there is a slight increase in recidivism rates for youth tracked over a 12 month period. The OYA Recidivism Study shows that sub-populations of probation youth with some exceptions who had the **lowest** re-offense rates during the years 2000-2003 were most likely to be either females or committed to OYA for a sex offense. **Higher** rates of recidivism were associated with youth who were either males or committed to OYA for a property or drug related offense.

**115.HOW WE COMPARE**

Currently, there is no standardized national recidivism rate for juvenile offenders.

**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).**



### III. KEY MEASURE ANALYSIS

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

#### 116.FACTORS AFFECTING RESULTS

Overall juvenile crime continues to decline both nationally and in Oregon. With limited out of home placement resources OYA must carefully prioritize youth receiving services. The compression of budget reductions in 2003 resulting in decrease of close custody capacity, community residential capacity and crime prevention resources are likely factors contributing to slight increase in recidivism rates of youth tracked for the 12 month period in FY 2005. Within the first 90 days, approximately 30% of youth in community residential placements do not remain in programs for various reasons such as running away or found to be an inappropriate placement. This can have a negative effect on recidivism. Efforts focusing on school and work engagement have likely contributed to decline in recidivism for the 24 and 36 month measures. The majority of community residential programs have been determined to provide effective programming when measured by the Correctional Program Checklist.

#### 117.WHAT NEEDS TO BE DONE

- Assure appropriate placements of youth in programs. Research upholds that higher risk youth should be matched with the most intensive level of service and lower risk youth should be separated from the highest risk youth. The newly developed assessment and evaluation services will assist the OYA in better matching youth risk and needs to programs and services.
- Consistent with the literature, evidence-based family services and interventions need to be available to youth returning home to families, particularly those in rural areas.
- Screen all youth committed to OYA probation for mental health and drug and alcohol needs. OYA and the DHS Addictions and Mental Health Division will work together to provide treatment services based on identified youth needs.
- Secure placements need to be readily available in order to stabilize and effectively intervene with youth who have extensive histories of running from community residential placements.
- Continue training on evidence based services to OYA staff and community residential program staff.

#### 118.ABOUT THE DATA

The data sources for this measure are the Juvenile Justice Information System (JJIS) and adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. Recidivism is always comprised of four variables: (1) A group of people; (2) a date to track from; (3) an event that indicates "recidivism;" and (4) a length of time to track. For this measure, the group of people is probation commitments during the fiscal year. For the purpose of measuring performance, OYA has defined recidivism as (a) felony adjudications (juvenile court) and felony convictions (adult court); and (b) is tracked for 12, 24, and 36 months for both juvenile and Department of Corrections offenders. Note – The 2005 progress report contained an error in the calculation; some misdemeanor adult sentences were included. The data for all the years have been recomputed. The rates dropped slightly because fewer adult convictions were included.

### III. KEY MEASURE ANALYSIS

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

<b>KPM #14 &amp; 15</b>	<b>CUSTOMER SERVICE</b> Percent of customers rating their satisfaction with the agency “good” or “excellent” for: overall satisfaction, timeliness, accuracy, helpfulness, expertise, and information availability.	<b>Measure since: 2006</b>
<b>Goal</b>	CUSTOMER SERVICE – Excellence in public service.	
<b>Oregon Context</b>	Agency Mission	
<b>Data source</b>	CRB Case Review Survey – Board Member; CRB Case Review Survey – Field Manager	
<b>Owner</b>	Karen Andall, Executive Assistant, Director’s Office (503) 373-7234	

#### 119.OUR STRATEGY

Provide timely, accurate and helpful information to customers.

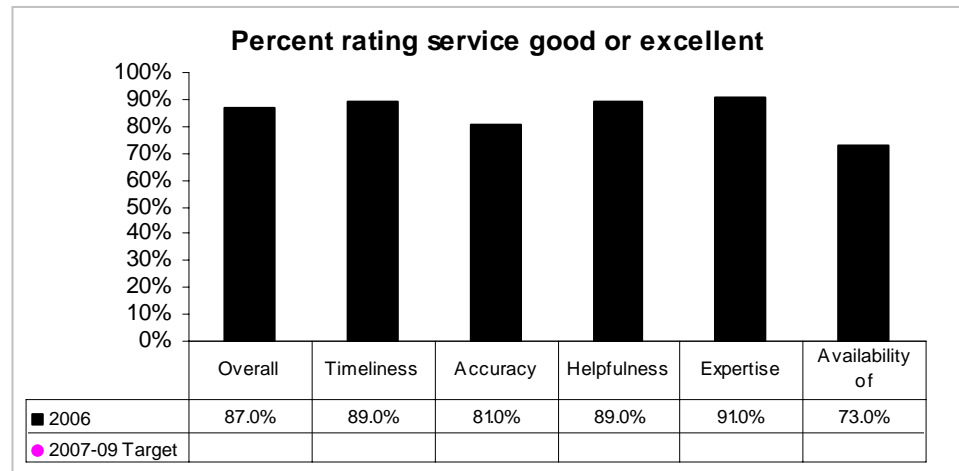
OYA developed questions to determine agency performance in responding to requirements of case reviews by the Citizens Review Board (CRB). Within each Oregon county, the Oregon Judicial Department funds and oversees a CRB that is mandated by law to review cases of youth offenders placed in OYA substitute care. Each CRB is made up of lay citizen volunteers appointed by the circuit court to review youth case planning and placement within Oregon Youth Authority. OYA parole/probation regularly present cases for review as scheduled by the CRB and provide verbal and written materials to the CRB.

OYA surveyed three groups of CRB customers:

CRB members: trained volunteers who review youth offender cases and offer recommendations for case planning, placement and treatment.

CRB field managers: trained volunteers selected by CRB coordinators to chair the local board and direct its members.

CRB coordinators: paid, professional staff/employees of the Oregon Judicial Department who provide executive support and assistance to CRBs; collecting and distributing case information.



#### 120.ABOUT THE TARGETS

As 2006 is the first year of implementation for this measure, the agency did not set a specific performance objective. There are no specific targets as this survey is intended to establish a baseline measure for 2007 key performance measures. OYA targeted customer (CRB) satisfaction in six specific performance categories: timeliness, accuracy, helpfulness, expertise, information availability and overall service. High rankings from CRB members indicate strong collaboration and effective information being shared with CRBs for the purpose of statutory case review.

### III. KEY MEASURE ANALYSIS

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

(Note: The CRB survey was a pilot; OYA will be expanding its customer survey efforts to include youth and families.)

#### 121.HOW WE ARE DOING

OYA scored as follows in the performance categories. The results indicate effectiveness and efficiency of agency functions in youth offender case planning and agency collaboration. The numbers represent the percentage of CRB respondents ranking OYA as “above average” or “excellent”:

<u>Timeliness</u> (youth offender case information received in a timely manner?)	<b>89%</b>
<u>Accuracy</u> (youth offender case information was accurate upon first submission)	<b>81%</b>
<u>Helpfulness</u> (was youth offender case information and OYA staff helpful?)	<b>89%</b>
<u>Expertise</u> (OYA employee knowledge and expertise?)	<b>91%</b>
<u>Information Availability</u> (CRB member rating of availability of information)	<b>73%</b>
<u>Overall Service</u> (CRB member rating of overall quality of OYA service)	<b>87%</b>

Comments received from survey participants indicate a need for the agency to submit “complete” or “comprehensive” information” prior to CRB review. Comments also indicated a need to better understand the basis for substitute care placements selected and the anticipated length of those placements.

#### 122.HOW WE COMPARE

No comparative analysis from other programs or agencies is available.

#### 123.FACTORS AFFECTING RESULTS

The scope of this survey is limited due to a small percentage of OYA youth residing in substitute care and, county by county, youth numbers in substitute care are disproportionate based on population. Some counties had no cases under CRB review at the time of the survey. Another factor impacting the survey is the reduction of OYA substitute care resources beginning in 2003 due to budget cuts.

#### 124.WHAT NEEDS TO BE DONE

- Initial data showed an average 85% approval rating for OYA by the customer, CRB, over the six performance categories. OYA will continue to strive for the highest level of information sharing and exchange with the CRB.
- The area of lowest approval rating, *information availability*, reflects OYA’s on-going challenge for conversion of information from paper to computer hard-drive storage. Although written comments from customer surveys (CRB members) were sparse, most pertained to limited information from case plans and youth placements.
- Based upon the significant issues within a case, CRB members are likely to focus heavily on diagnosis, treatment needs and appropriateness of placement. OYA needs to focus on those presenting factors when gathering information for the CRB.
- For more specific, accurate feedback, the agency will revise future customer surveys to require participants to offer comments on any rating of average or below.

### III. KEY MEASURE ANALYSIS

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

#### 125.ABOUT OUR CUSTOMER SERVICE SURVEY

- a) Survey Name:  
CRB Case Review Survey-Board Member, CRB Case Review Survey-Field Manager  
Surveys were sent to all CRBs across the state. Each board member and field manager completed one survey for each OYA case reviewed during the months of May and June 2006. Not all CRB review meetings had OYA cases to review during the months of May and June 2006.
- b) Surveyor:  
OYA staff, in conjunction with CRB field managers who administered the surveys during the CRB meetings where OYA cases were reviewed.
- c) Date Conducted:  
May and June 2006.
- d) Population:  
As a formal arm of the judiciary with responsibility for public and independent oversight of OYA services to youth (ORS 419A.190 – 419A.128), CRB would be considered “constituents” with a “vested interest in the agency’s work.” CRBs review the cases of youth offenders in the custody of the OYA who are placed in substitute care. In particular, the CRB shall focus on public safety, youth offender accountability, and reformation in conducting the reviews. For youth who are placed on OYA parole or probation *and* in substitute care, the CRB assess youths’ and families’ compliance to court orders, and OYA’s provision of supervision and reformation services.
- e) Sampling Frame:  
CRB Board Members and Field Managers
- f) Sampling Procedure:  
Convenience Sample: Survey data was gathered from every CRB that held OYA case reviews during the months of May and June 2006.
- g) Sample Characteristics:
  - 1) Population: CRB boards statewide
  - 2) Sample Size: CRB that reviewed OYA cases during the months of May and June 2006 (21 boards).
  - 3) Number of Respondents: 19 of 21 boards who reviewed OYA cases returned their surveys, for a total of 191 surveys received. Two boards reported mailing their surveys but they were not received by OYA. The number of surveys missing is estimated to be about 18 surveys, based on the median number of surveys returned by the 19 boards responding.
  - 4) Response Rate: Of the boards that reviewed OYA cases during the months of May and June 2006, 91% (19 of 21 boards) responded; 191 of an estimated 209 surveys were returned, for an estimated response rate of 91% of surveys returned.

Because the OYA used a convenience sample, confidence level and margin of error are not appropriate to report. However, to determine if the 21 boards who reviewed OYA cases during May and June 2006 are representative of all CRB boards statewide, OYA compared the population of those counties to the population of the 12 counties who did not review OYA cases during May and June 2006. OYA found that 89% of the state’s population was represented by the 21 boards reviewing OYA cases during May and June 2006.

OYA also compared the population of the 19 counties in which CRB boards reviewed OYA cases *and* responded to the survey, to the population of the remaining 14 counties to determine if those 19 boards are representative of all CRB statewide. OYA found that 84% of the state’s population was represented by the 19 boards responding to the survey.

Therefore, although this is a convenience sample, the findings suggest that the sample is representative of the population.

**AGENCY NAME OREGON YOUTH AUTHORITY**

### **III. KEY MEASURE ANALYSIS**

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

h) Weighting: No weighting required.