



**Agency Reports on SB 267
September 2008, Interim Judiciary Committee
*Oregon Youth Authority***

Executive Summary

As of June 30, 2008, the OYA is using 62% of its state funding designated for treatment programming on evidence-based practices, exceeding the 50% requirement.

OYA and DOC continue to use the Correctional Program Checklist (CPC) to determine if a program adheres to program characteristics that are highly correlated with reducing recidivism.

As of June 30, 2008, approximately 91% of close custody facility units and 85% of contracted community residential programs met the CPC criteria.

Some activities during this reporting period supporting progress included:

- Training staff on evidence-based treatment curricula
- Training all OYA Juvenile Parole and Probation Officers (JPPOs), field supervisors, and several county partners in Evidence-Informed Case Management
- Training all Oak Creek Youth Correctional Facility (OCYCF) staff on gender-specific evidence-based programming

Priorities in 2009-2011 to increase percentage to the mandated 75% of OYA treatment resources devoted to evidence-based practices include:

- Fully implementing the OYA cognitively-based sex offender curriculum
- Enhancing the ability of JJIS to collect and report state/county contracted funds directed toward evidence-based practices
- Establishing review methodology for contracted individual community treatment providers to ensure evidence-base service provision
- Providing up to date trainings to OYA staff, community partners, and county partners on evidence-based practices

I. Agency Description

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

- Responsible for the supervision, management, and administration of youth correctional facilities and transition programs, state parole and probation services, community-based out-of-home placements for youth offenders, and other functions related to state programs for youth corrections.
- Dedicated to increasing the effectiveness of youth correctional treatment through ongoing program evaluation and quality improvement. The agency's mission statement and goals are closely monitored through Performance-Based Standards (PbS), Correctional Program Checklist (CPC) reviews, facility safety security reviews, Oregon Benchmarks, Key Performance Measures and other evaluative functions.

II. Programs Included Under ORS 182.515-182.525

The OYA determined the following treatment interventions used by close custody living units, contracted community residential providers and county programs funded through OYA as subject to ORS 182.515-182.525. The following list was created in 2004 as the result of extensive discussions with internal workgroups and external stakeholders. This list represents consensus among those agencies for whom the state statute applies.

- Cognitive behavior treatment
- Behavior modification
- Sex offender treatment
- Fire setter treatment
- Drug and alcohol treatment
- Violent offender treatment
- Mental health treatment (including crisis intervention)
- Family counseling
- Skill building (i.e. anger management, social skills, mentoring, vocational counseling, etc.)
- Parent training
- Culturally specific treatment
- Gang intervention treatment
- Gender specific treatment

III. Assessment Method

Since 2004, the OYA has continued to conduct program reviews of all OYA close custody facility units and contracted community residential programs to determine the degree to which programs adhere to the Principles of Effective Correctional Intervention. To do this, the OYA uses the Correctional Program Checklist (Dr. Edward Latessa, University of Cincinnati, 2006). The OYA has developed a protocol that ensures programs scoring "Unsatisfactory" or "Needs Improvement" on the CPC are reviewed on an annual basis, while those scoring "Effective" or "Highly Effective" are reviewed every other year. This continuous review process provides a comprehensive picture of program integrity and facilitates opportunities for ongoing quality improvement.

The CPC instrument measures the degree to which a program adheres to the “principles of effective correctional intervention” – those program characteristics which research has shown are highly correlated with reducing recidivism. The OYA has adopted these principles which guide agency practices. These include:

- Assessing risk and need levels of youth offenders
- Implementing evidence-based programming
- Using cognitive behavioral and social learning approaches in treatment services
- Matching youth and interventions based on risk, need and responsivity
- Ensuring fidelity of programs to evidence-based models
- Ensuring all youth offenders have a transition plan in place to facilitate success in the community upon release

The CPC assessment process includes a series of structured interviews with youth and staff, treatment group observation and review of policy and procedure manuals, case files and treatment curricula. In addition, the CPC examines the risk and needs of clients, training and supervision of staff, professional ethics, program characteristics and treatment approaches.

In 2005, the OYA refined the manner in which it assesses close custody program effectiveness by considering close custody living units as separate “programs.” This decision was made because of the diversity of programming and specialized services offered by individual close custody living units. As a result, the OYA began conducting CPC reviews on each living unit, in order to better highlight unit strengths and areas needing improvement. Similarly, OYA contracted community residential programs are assessed on an individual basis.

IV. Activities During Reporting Period

Since the enactment of ORS 182.515-182.525, the OYA has demonstrated its commitment to increasing the effectiveness of the correctional treatment services provided through implementation of evidence-based interventions. Additionally, the OYA has made considerable efforts toward increasing agency-wide understanding of best practices in correctional treatment. Although the agency continues to implement new curricula and practices as needed, the OYA has focused much of its recent efforts on developing methods to review and sustain programs already in place, particularly in close custody facilities. The agency has also expended significant resource toward increasing the use of evidence-based practices in the field over the past two years. Examples of ways in which the agency has worked to maintain progress are provided below.

OYA Close Custody Facilities

- Provided updated training opportunities for staff on cognitive behavioral interventions and various evidence-based treatment curricula.
- Increased the intensity (frequency) of evidence-based treatment within close custody facilities.

- Adopted, implemented and trained staff on agency-wide curricula targeted for young offenders with drug and alcohol issues and gang affected youth.
- Reviewed and refined criteria to assign youth to individual close custody treatment units based on criminogenic risk and needs.
- Created a structured facility unit peer review process to identify areas for improvement and generate effective strategies addressing program deficiencies.
- Adopted, implemented, and trained all Oak Creek Youth Correctional Facility staff on female-specific evidence-based programming.
- Developed agency standards for Multi-Disciplinary Team (MDT) meetings and a quality assurance tool to monitor whether standards are successfully met.
- Enhanced capacity for offender transition through inter-agency collaboration and increasing OYA-contracted transition programs.
- Created policy to support the assessment and case planning processes. Currently, developing a policy on the use of reinforcers and consequences to promote positive behaviors by youth offenders.

OYA Field Services

- Trained all OYA juvenile parole and probation officers (JPPOs), field supervisors, foster care certifiers, and several county partners in evidence-informed case management. This training included assessing criminogenic risk, case planning, cognitive behavioral interventions, responsivity factors, behavioral management skills, and cognitive self-change tools.
- Developed an implementation plan to support evidence-based initiatives in the field including training, establishing field standards, and quality assurance methods.
- Revised field staff job descriptions to reflect use of evidence-based practices.
- Developed a quality assurance protocol to effectively monitor several key performance measures.
- Begun to develop information system capacity to track the number of youth and types of services delivered through county juvenile departments using state funds.

V. Results of Program Reviews

Data from CPC re-assessments show 91% of close custody facility units (N=32) and 85% of the OYA-contracted community residential programs (N=33) currently qualify as “Highly Effective” or “Effective” according to the CPC criteria. Since 2004, OYA and its contracted provider system have made significant progress in implementing evidence-based services (*See Figures 1 & 2*).

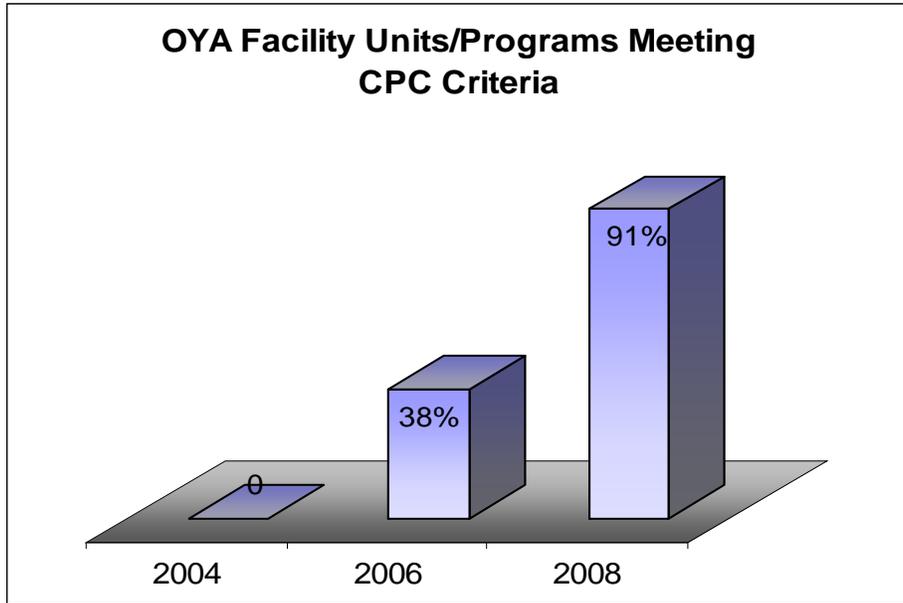


Figure 1: Percentage of OYA close custody living units (N=32) rating “Highly Effective” or “Effective” on the CPC, indicating the program is utilizing research-proven practices. This figure reflects the most recent CPC score.

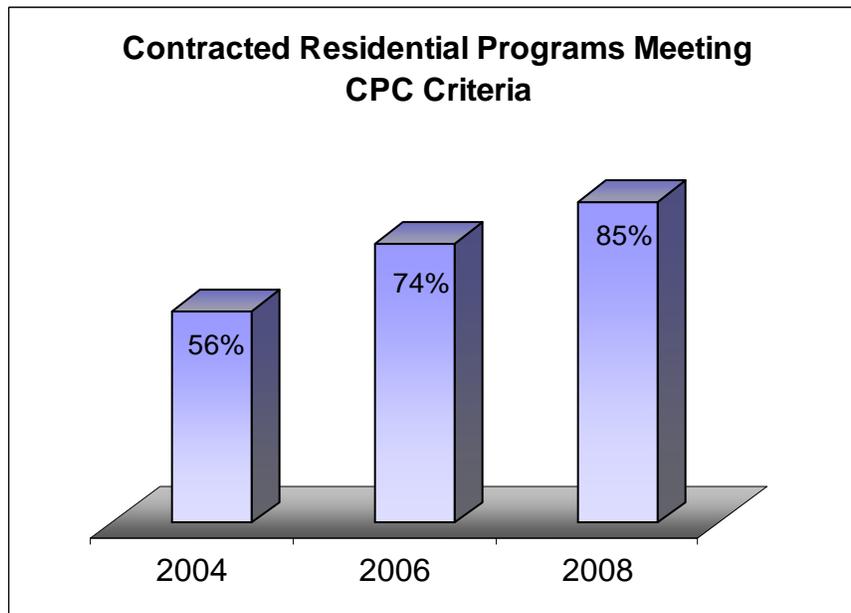


Figure 2: Percentage of contracted community residential programs (N=33) rating “Highly Effective” or “Effective” on the CPC, indicating the program is utilizing research-proven practices. This figure reflects the most recent CPC score.

VI. Budget Allocations to Evidence-Based Services

The OYA spends 62% of the state funds subject to SB267 on evidence-based programming, exceeding the statutory requirement of 50%. Almost one quarter (27.0%) of the Agency’s Legislatively Adopted Total Fund Budget will be spent on evidence-based programming during the 2007-09 biennium.

2007-2009 Legislatively Adopted Budget for OYA

- \$305.0 million Total Funds
- \$254.6 million General Fund

The total budget amount displayed below includes only the programs that have been determined by the agency as subject to ORS 182.515-182.525.

Portion of OYA Budget subject to SB 267

- \$82.1 million Total Funds
- \$54.4 million General Fund

The following figure and table show the percentage of program expenditures meeting the evidence-based standard by program type and fund type.

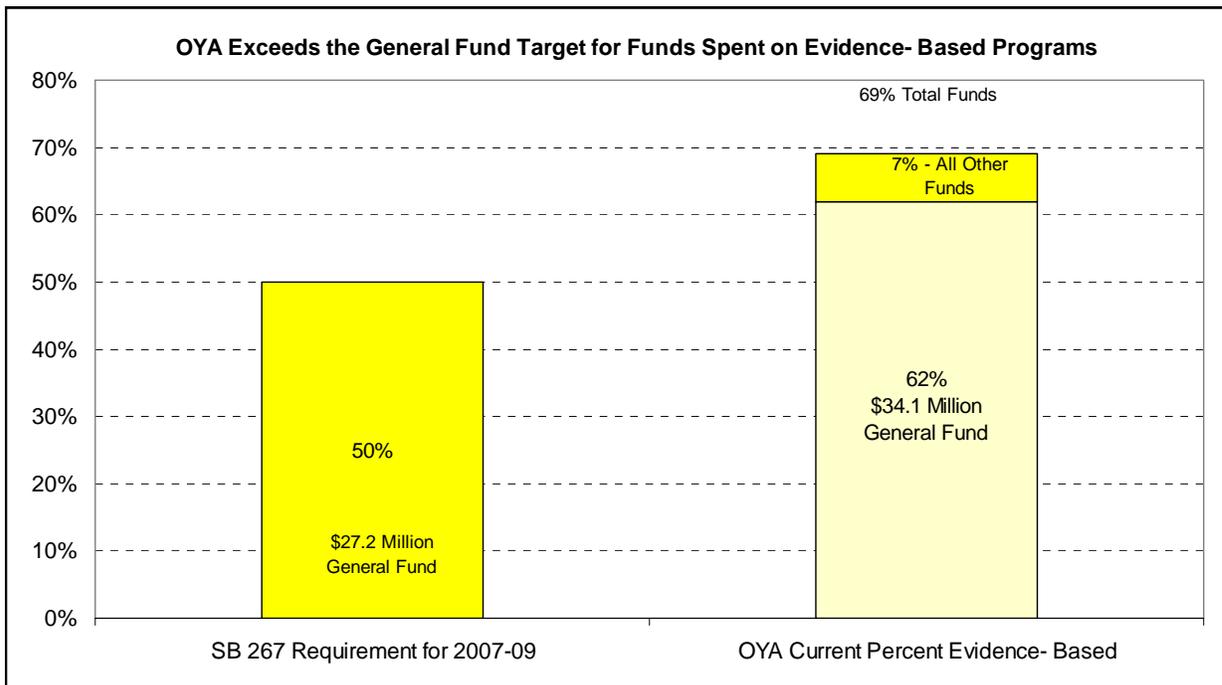


Figure 3: Sixty-nine percent of all funds spent on SB 267 programs in 2007-2009 will be spent on EBP’s. Sixty-two percent of the state General Fund will be spent on evidence-based programming in the 2007-2009 biennium.

The table below (*Table 1*) shows the percentage of the OYA budget allotted to “evidence-based programs” broken out by facility and community-based services. The OYA has exceeded the 2007-09 target of 50% of state funds mandated to evidence-based programming.

Oregon Youth Authority
Summary of Expenditures Subject to SB 267

<i>Dollars in millions</i>	TOTAL FUNDS	FUND TYPE	
		General Fund	Federal Funds
Facility Services:			
Total Program Expenditures subject to SB 267	\$ 27.4	\$ 27.4	-
Evidence-Based Program Expenditures	\$ 19.8	\$ 19.8	-
Percentage of Total Expenditures Evidence-Based	72%	72%	-
Community Services:			
Total Program Expenditures subject to SB 267	\$ 54.7	\$ 27.0	\$ 27.7
Evidence-Based Program Expenditures	\$ 36.9	\$ 14.3	\$ 22.6
Percentage of Total Expenditures Evidence-Based	67%	53%	82%
Agency Total			
Total Program Expenditures subject to SB 267	\$ 82.1	\$ 54.4	\$ 27.7
Evidence-Based Program Expenditures	\$ 56.7	\$ 34.1	\$ 22.6
Percent of Program Evidence-Based	69%	62%	82%

Table 1: The percentage of the OYA budget allotted to “evidence-based programming” broken out by close custody and community based services.

VII. Cost Effectiveness

The OYA is working with the Criminal Justice Commission and the other affected state agencies to develop a single Oregon model for assessing cost effectiveness of programs. For this report, the OYA will rely on the work of ECONorthwest to develop a cost-effectiveness model for evidence-based programming in the Oregon criminal justice system. ECONorthwest has incorporated Oregon program and financial data into the work of the Washington State Institute of Public Policy (WSIPP). ECONorthwest will submit a separate report to the Legislative Assesmbly.

VIII. Next Steps

From the results of the CPC reassessments conducted to date, the OYA has determined a number of programmatic areas to target prior to the September 2010 legislative report:

- More effectively match youth placements to treatment using the standardized OYA Risk Needs Assessment (RNA) instrument and placement criteria.
- Adopt, implement and train staff on curriculum intended to serve long-term offenders in OYA custody who have completed all other treatment groups.
- Finish piloting and fully implement the OYA cognitively-based sex offender curriculum
- Complete implementation, including formal training, of the agency's quality improvement plan in the field and facilities.
- Improve the quality of correctional treatment through addressing identified gaps in curricula and providing technical assistance and training in the areas of treatment service delivery, clinical supervision, group facilitation, treatment fidelity, etc.
- Determine method for assessing the degree to which OYA contracted "individualized" service providers are using evidence-based practices.
- Further develop the agency's evidence-based practices implementation plan in order to provide structure and direction to implement new services.
- Organize workgroups comprised of residential providers and county partners to refine matching youth to community programs/interventions based on risk, need and responsivity factors.
- Continue to provide updated training to OYA staff, community partners, and county partners on evidence-based practices.

References

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