



# Oregon Youth Authority

*Issue Brief*

*December 2011*

## Ensuring agency effectiveness and efficiency

**10**

Number of OYA close-custody correctional and transition facilities

**750**

Approximate number of youth offenders supervised in OYA close-custody facilities

**1,075**

Approximate number of youth offenders supervised by OYA in communities

**302**

Total Funds, in millions of dollars, allocated to OYA in 2011-2013

**258**

General Fund, in millions of dollars, allocated to OYA in 2011-2013

**87**

Approximate percent of OYA's budget spent locally in facilities and communities

### Streamlining agency operations

The Oregon Youth Authority has developed a performance management system designed to continuously monitor and measure the effectiveness of the agency's core processes. This allows OYA to identify barriers to performance, streamline processes, save time and money, and promote public safety by delivering high-quality treatment and reformation services.

### Establishing the foundation

Development of the OYA performance management system began in September 2009 at "Square 1" – with validation of OYA's mission, clarification of the agency's vision statement, and development of new values and goals. The process, which was led by the OYA Cabinet, solicited input and comment from employees throughout the agency.

The agency's **mission** remains to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

The agency's streamlined **vision** is that youth who leave OYA go on to lead productive, crime-free lives.

The agency's **core values** were defined as integrity, professionalism, accountability, and respect.

Next came development of **key goals** for the agency. These key goals, which drive all programming decisions, are:

- Engaged youth;
- Highly effective and efficient organization;
- Integrated safety, security, and reformation system;
- Engaged and culturally competent workforce; and
- Collaborative, communicative, and transparent leadership.

## Oregon Youth Authority

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### Mission

The Oregon Youth Authority protects the public and reduces crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.



### Vision

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



### Core Values

Integrity  
Professionalism  
Accountability  
Respect



### Director

**Colette S. Peters**



### Deputy Director

**Fariborz Pakseresht**



Assistant Director  
for Business Services

**Jean Straight**



Assistant Director  
for Community Services

**Philip Cox**



Assistant Director  
for Facility Services

**Karen Daniels**

## Determining core processes

Within any organization there are core processes that must operate efficiently and effectively for the organization to be successful. OYA has defined the agency's core operating processes as:

- Managing youth and staff safety,
- Managing the youth custody process,
- Managing youth intake and assessment,
- Managing youth health care,
- Providing basic youth services, and
- Managing youth reformation services.

Supporting these operating processes are the following core supporting processes:

- Communicating with internal and external stakeholders,
- Conducting strategic and operations planning,
- Evaluating and improving performance,
- Managing organizational finances,
- Developing human resources,
- Securing and managing goods, services and facilities, and
- Leveraging data, research, and technology.

## Measuring results

To ensure these core processes (and the many related subprocesses) achieve the desired results, OYA has developed more than 100 process measures that are used to monitor daily operations. Additional measures are under development.

Once fully implemented in 2012, these process measures will be available online for easy access by staff and the public. In addition, these measures will roll up to the agency's Key Performance Measures, which are reviewed every two years by the Oregon Legislature.

This level of transparency will help OYA continue to ensure it delivers the juvenile justice and public safety services expected by Oregonians.