



OREGON YOUTH AUTHORITY

2009-2011 GOVERNOR'S RECOMMENDED BUDGET PRESENTATION

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APRIL 2009



AGENCY OVERVIEW

About OYA

Statutory Authority

The Oregon Youth Authority's mission, mandated in 1995's Senate Bill 1 and codified in ORS 420A, is to provide:

- Public Safety
- Accountability
- Youth Reformation



OYA's triangle logo reflects the balance among these responsibilities.

Foundation of OYA Performance Criteria

1993 Governor's Task Force on Juvenile Crime recommended separating state-level juvenile corrections from the child welfare system.

- 1995's Senate Bill 1 brought sweeping changes to Oregon's juvenile justice system by:
 - Establishing the Oregon Youth Authority.
 - Prescribing a tiered system of sanctions for juvenile offenders.
 - Holding juvenile offenders accountable throughout the juvenile justice system.
 - Recognizing the need for a continuum of services to meet youths' growing needs.

As a public safety agency, OYA's services emphasize:

- Assessment and decisive intervention for high-risk behavior.
- Certain sanctions for criminal actions.
- Restitution to victims.
- Effective, evidence-based rehabilitation programs.

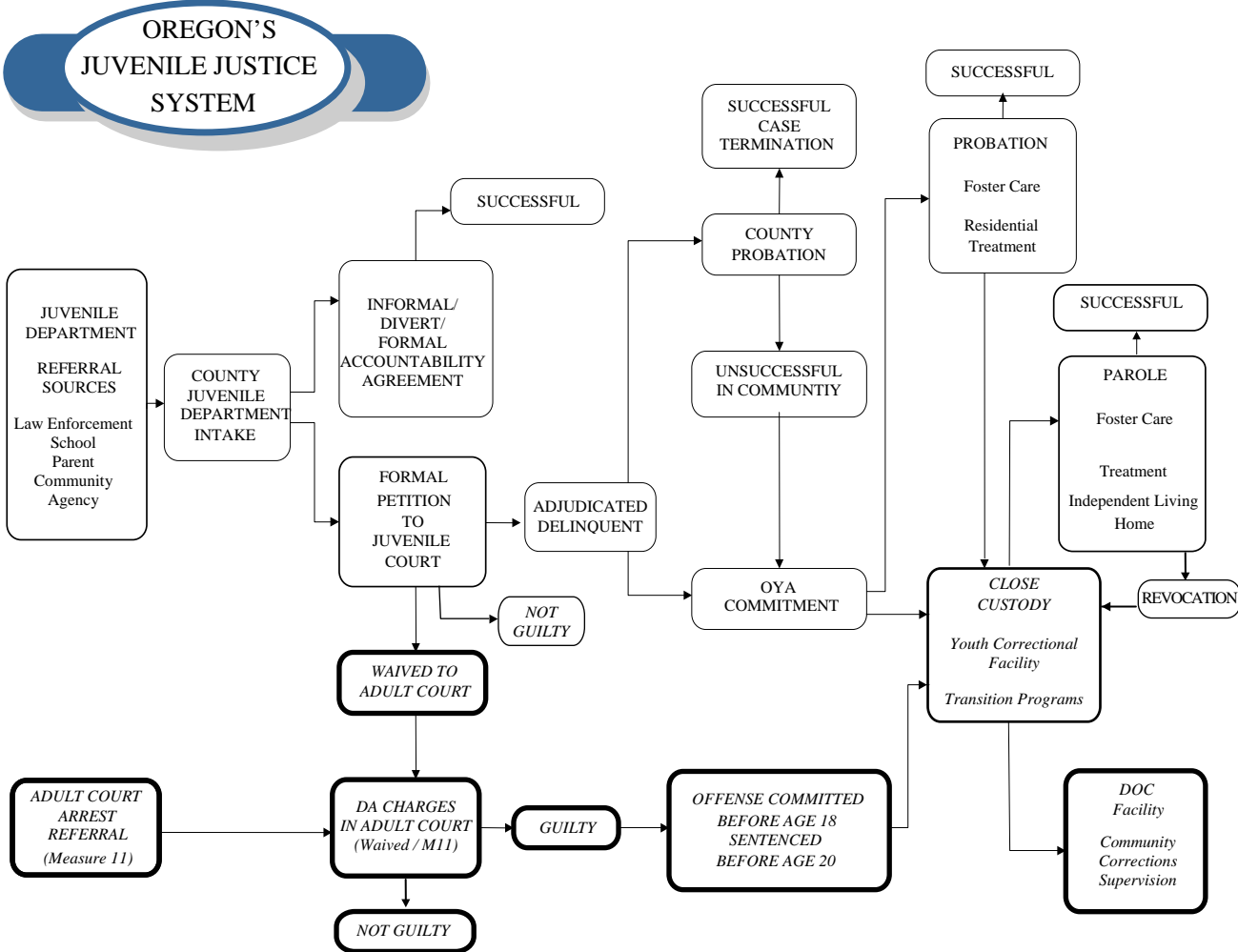
Offenders committed to OYA are between ages 12 and 25. They committed crimes prior to their 18th birthday. The agency:

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

About OYA
 Continued

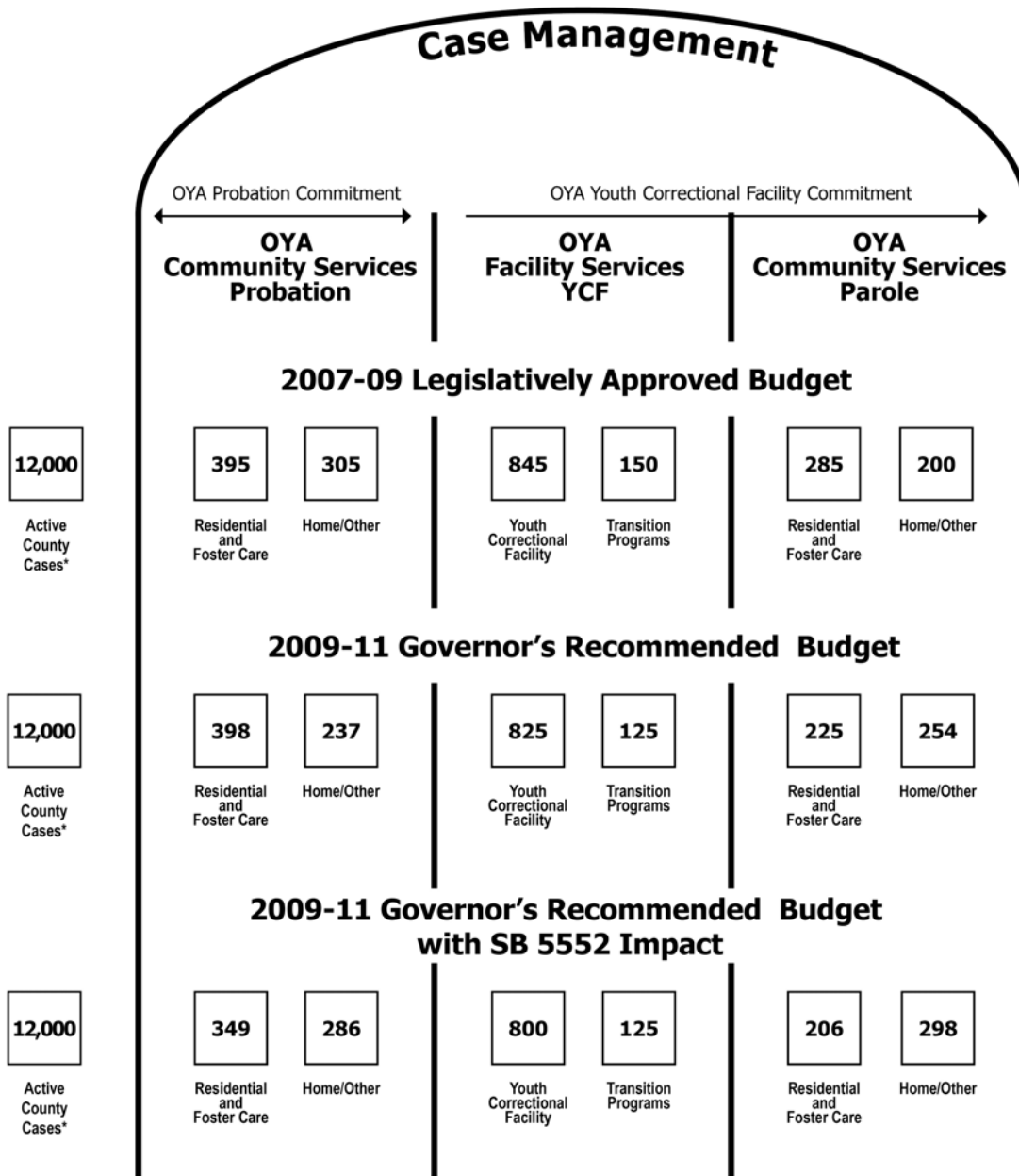
Oregon's Juvenile Justice System

When youths' behaviors escalate to delinquency, they enter Oregon's juvenile justice system. The system is composed of a network of local and state partners including schools, law enforcement, juvenile courts, county juvenile departments, community providers and the Oregon Youth Authority.



Snapshot of Youth Placements

- Youth committed to OYA are generally placed out-of-home.
 - Lower risk youth can be placed in foster care or in a contracted residential treatment facility while being managed on probation.
 - Higher risk youth and youth whose crimes mandate incarceration are placed in close custody at an OYA correctional facility or OYA transition program.
- Upon parole, offenders return to the community and are supervised at home, in foster care or in a contracted residential treatment facility.



*Approximate county juvenile department active delinquent youth cases

Evidence-Based Programs

Senate Bill 267 (ORS 185.515-525) mandates that certain state-funded programs use treatment practices shown by research to, in OYA's case, reduce the risk of recidivism. Implementation phases in incrementally; agencies are required to demonstrate that 50 percent of their monies are spent on evidence-based practices in 2007-2009, and 75 percent of monies in 2009-2011.

The Oregon Youth Authority surpassed in 2007 – 2009 the legislative target for the 2009-11 biennium.

OYA services and interventions are based upon principles of effective correctional intervention and are implemented in OYA facilities, field offices and community contracted providers.

Principles of Effective Intervention

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

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

Risk/Needs Assessment and Case Planning

Offender reformation begins with assessing each youth's risks and needs, which leads to case planning based on principles of effective correctional intervention. Just as essential is the provision of services and interventions shown by research to be effective at reducing recidivism. In 2005, the agency established a Statewide Curriculum Review Committee to research and recommend curricula and services in all areas of correctional intervention.

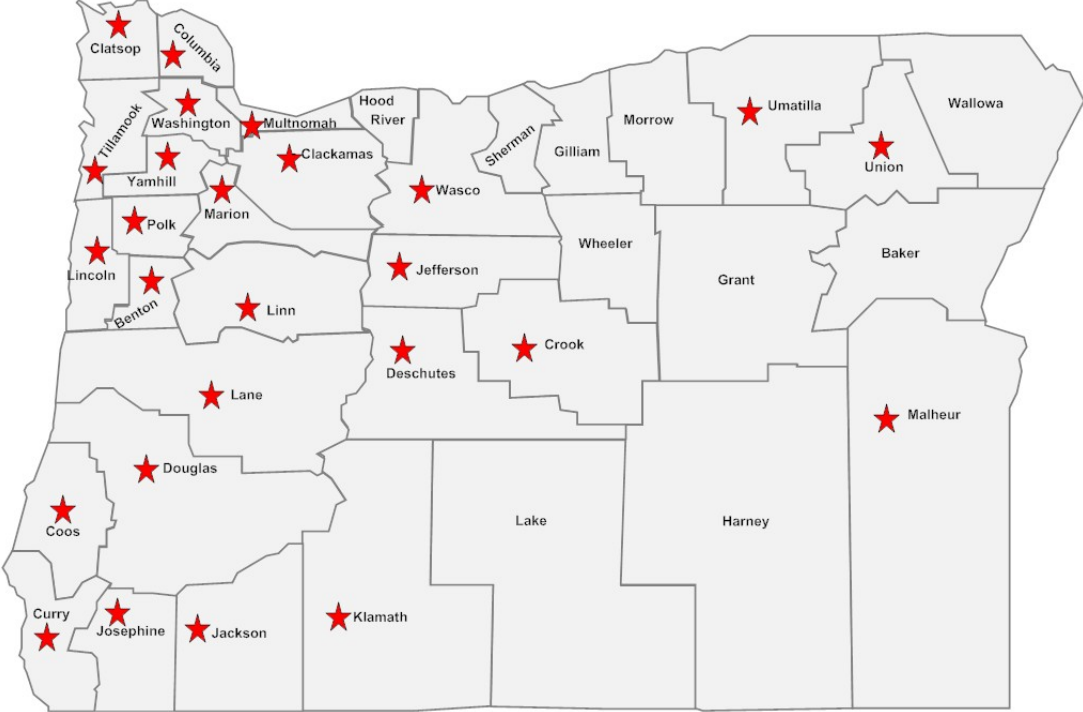
OYA has implemented core and advanced evidence-based and evidence-informed curricula in the following areas:

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

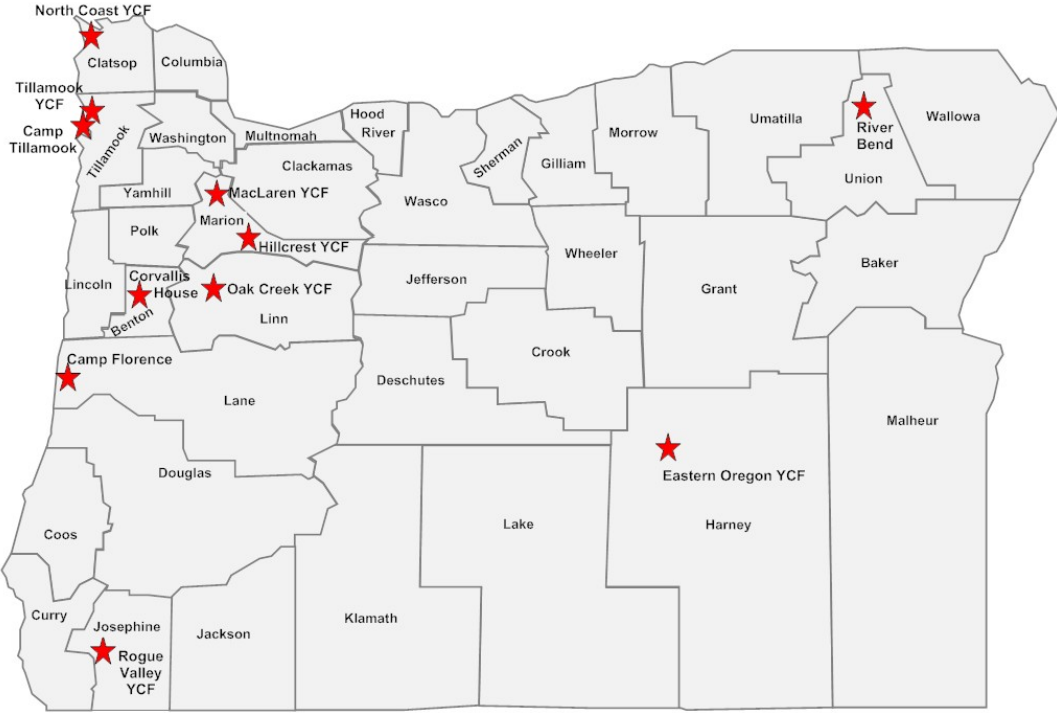
The agency is currently working with a national expert to develop an evidence-informed treatment curriculum for juvenile sex offenders. The curriculum began being piloted in summer 2008.

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

Location of OYA Field Offices



Location of OYA Facilities

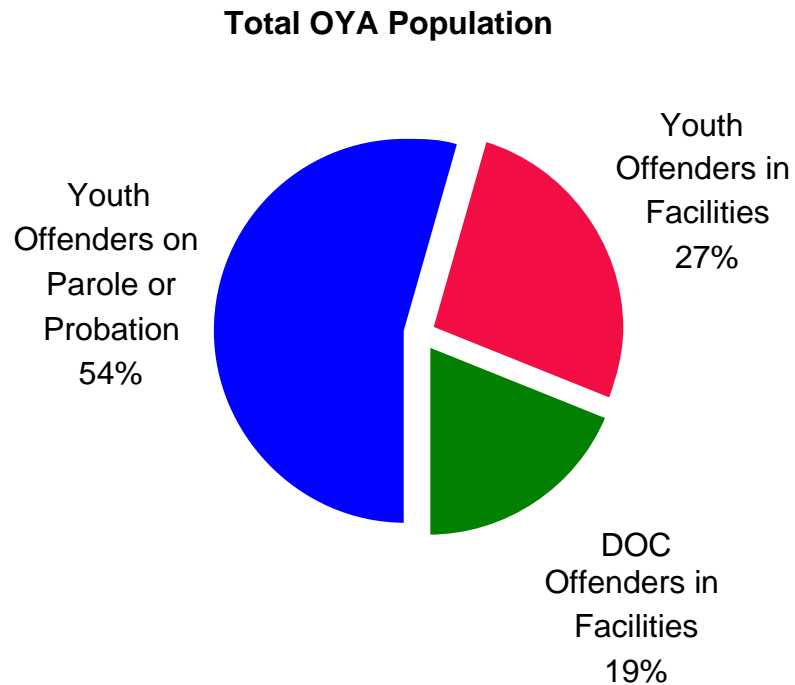


OYA Offender Demographics
January 2009

OYA serves the state's most delinquent youth. These young offenders' criminal behaviors are manifested in:

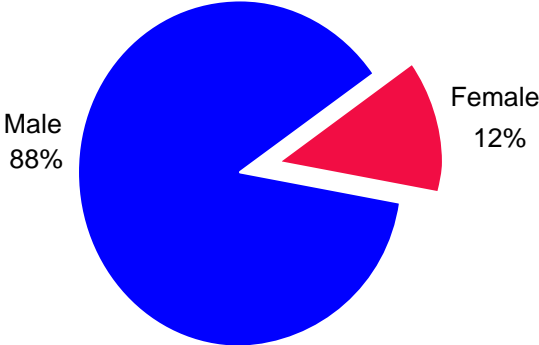
- Substance abuse
- Aggression and violence
- Sex-offending behavior
- Anti-social behavior
- Gang activity

OYA's population on January 1, 2009 was 2,044.

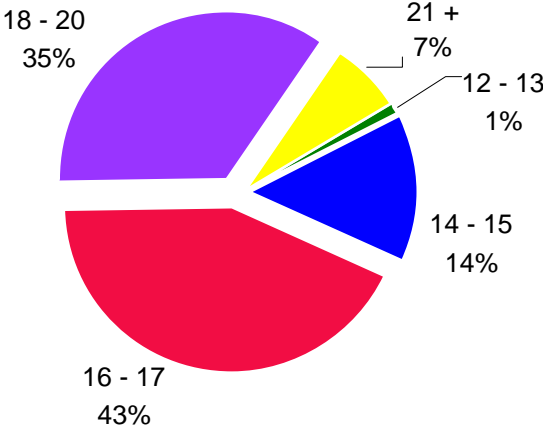


OYA Offender Demographics
January 2009

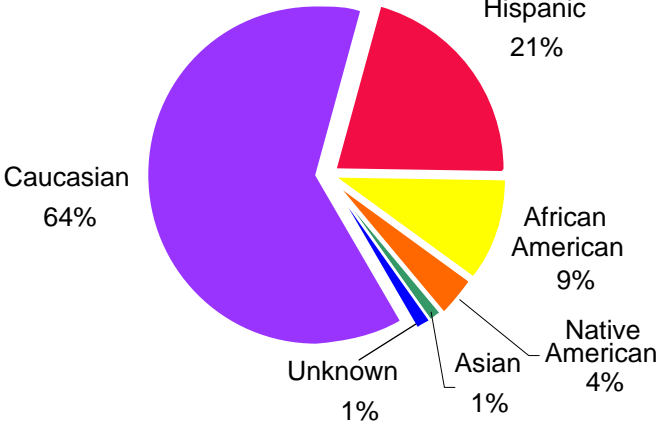
Gender



Current Age

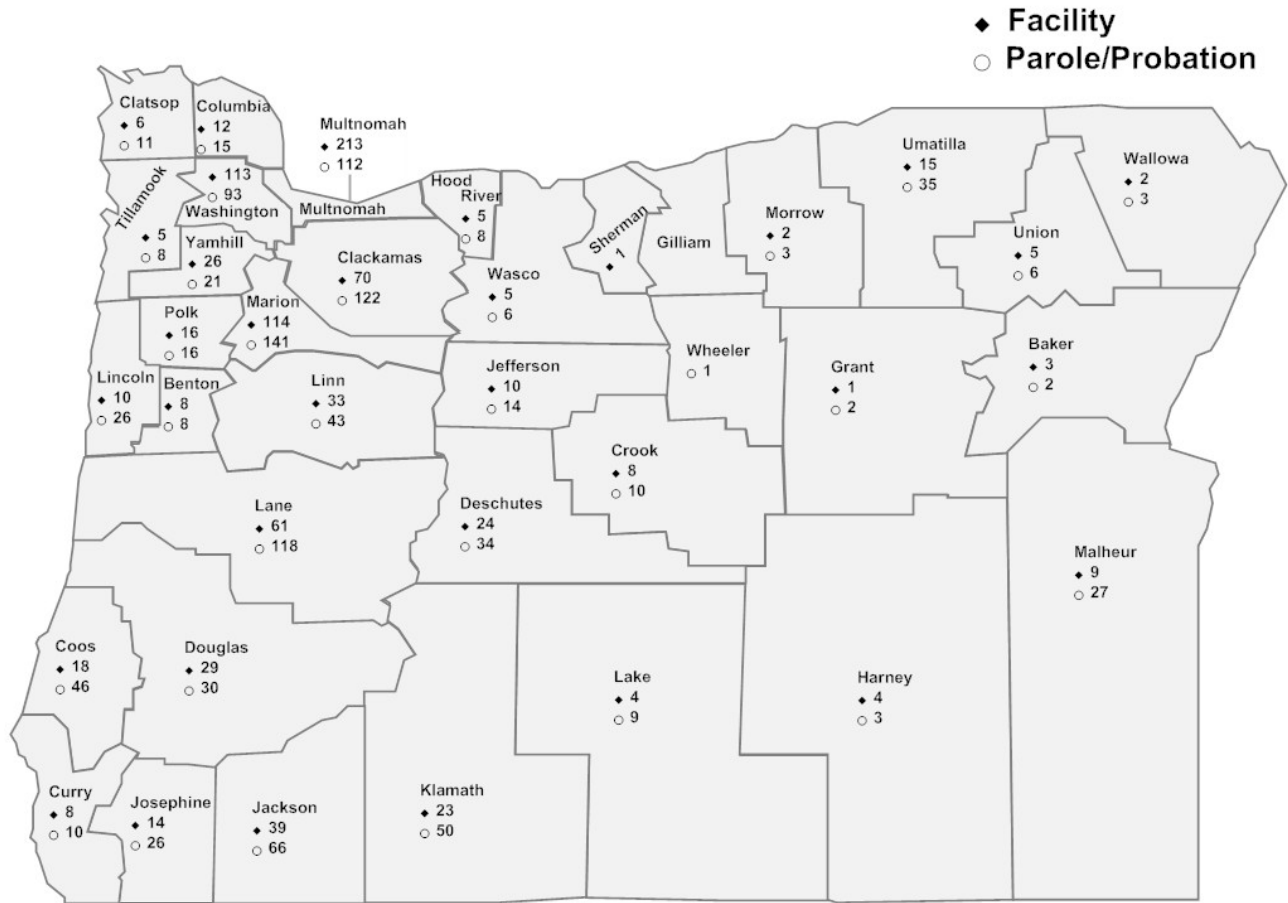


Race/Ethnicity



OYA Offender Demographics
 January 2009

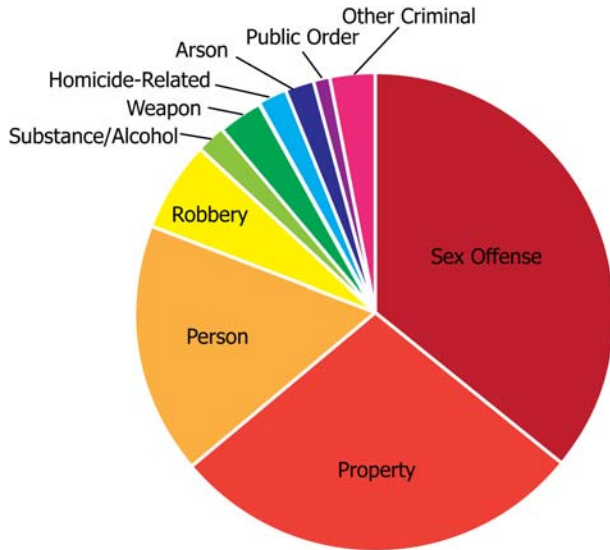
Offenders Committed to OYA
 By County, Including DOC Inmates



January 5, 2009

OYA Youth Offender Profile: Criminal Activity

Males



Trends:

- 87 percent committed at least one serious crime (felony or homicide-related).
- Seven percent had a prior weapon referral.

Females



Trends:

- 77 percent committed at least one serious crime (felony or homicide-related).
- Two percent had a prior weapon referral.

Percent Males

- 36%
- 28%
- 17%
- 6%
- 3%
- 3%
- 2%
- 2%
- 2%
- 1%

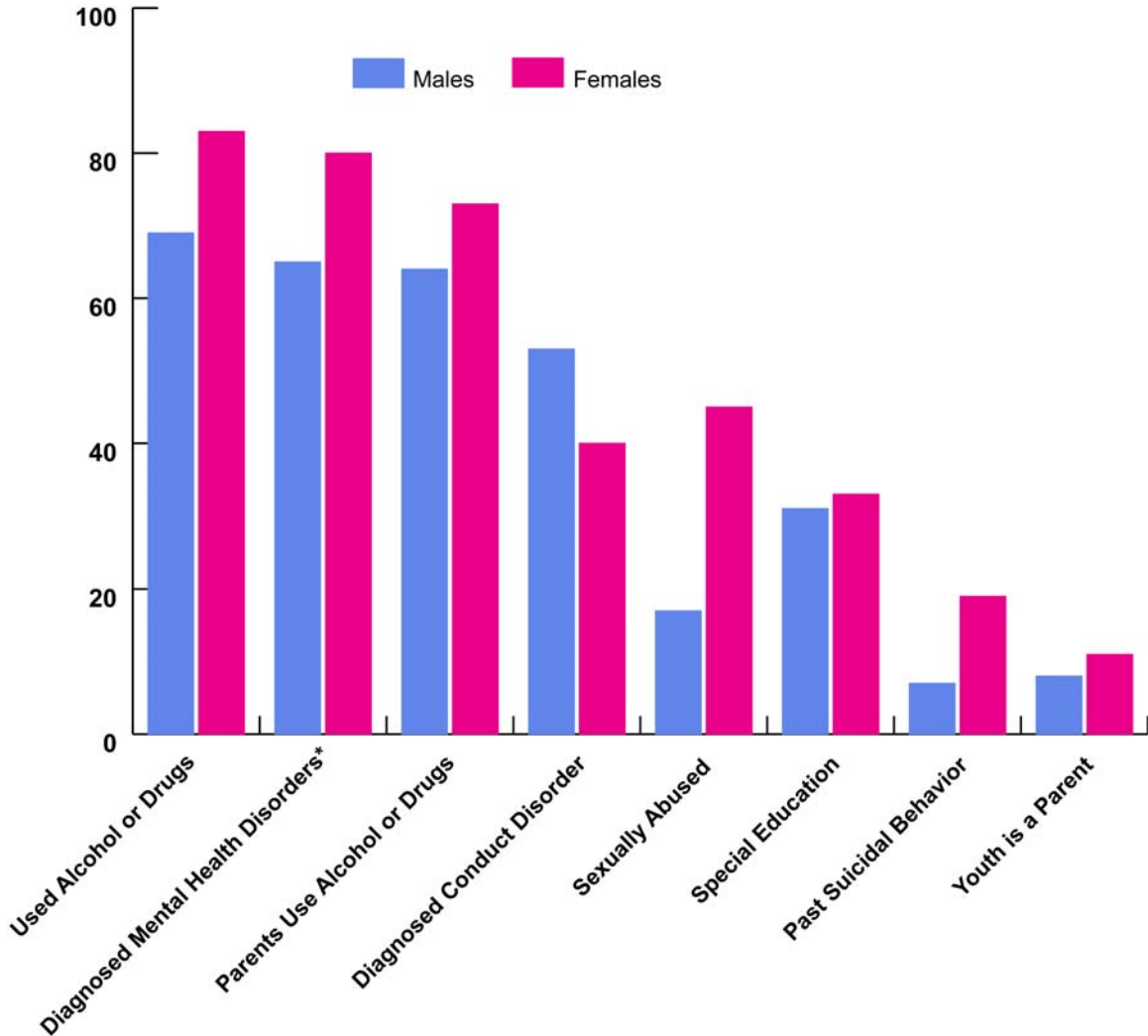
- Sex Offense
- Property
- Person
- Robbery
- Other Criminal
- Weapon
- Substance/Alcohol
- Homicide-Related
- Arson
- Public Order

Percent Females

- 7%
- 35%
- 28%
- 4%
- 7%
- 1%
- 14%
- 2%
- 1%
- 1%

DATA SOURCE: JUVENILE JUSTICE INFORMATION SYSTEM

OYA Youth Offender Profile: Social Characteristics



Percent Males		Percent Females
69%	Used Alcohol or Drugs	83%
65%	Diagnosed Mental Health Disorders*	80%
64%	Parents Use Alcohol or Drugs	73%
53%	Diagnosed Conduct Disorder	40%
17%	Sexually Abused	45%
31%	Special Education	33%
7%	Past Suicidal Behavior	19%
8%	Youth is a Parent	11%

* Excludes conduct disorder

DATA SOURCE: OYA MENTAL HEALTH GAP SURVEY, APRIL 2008.

Performance Measurement

OYA employs an extensive array of performance measurement tools to gauge its progress toward goals. Information gained from evaluating programs, activities and outcomes contributes to continuous program assessment and quality improvement. Methods and tools the agency uses include:

- The Correctional Program Checklist (CPC):
 - Used to assess facility and community programs.
 - Determines programs' correlation to reduced recidivism.
 - Used by both OYA and the Department of Corrections.
- Performance-based Standards (PbS):
 - Data collected and analyzed to improve conditions of confinement for youth in juvenile facilities.
 - Seven performance areas measured: safety, order, security, health, programming, justice, and reintegration.
- Key Performance Measures (KPMs):
 - 15 measures.
 - Focus on the agency's mission of public safety, youth accountability, offender reformation and safe environments.
- Secretary of State audits.
- Quality improvement/quality assurance system:
 - Multi-level.
 - Provides consistent monitoring and oversight of agency operations.
- Facility safety and security reviews:
 - Evaluate facility practices, including:

▪ Facility perimeters	▪ Contraband	▪ Security
▪ Internal controls	▪ Communication	▪ Health
▪ Emergency plans	▪ Environment	▪ Supervision
▪ Sharps and tools		
- Community Services safety and security reviews:
 - Standards are in draft.
 - Policies support consistent standards for OYA field offices.
 - Focus on security, safety, and communication systems.

Results: OYA Key Performance Measures

The Oregon Youth Authority's key performance measures (KPMs) reflect the mission and values of the agency. Key performance measures focus on areas of:

- Public safety
- Youth accountability
- Opportunities for reformation
- Safe environments

Performance Summary

OYA's performance trend shows significant progress toward achieving 2007-2008 Key Performance Measure targets. Compared with the previous year:

- Increased the number of measures that are making progress from 33 percent to 59 percent.
- Decreased the number that are not making progress from 22 percent to six percent.
- Decreased the number where progress is unclear from 44 percent to 35 percent.
- Exceeded agency performance targets on six of the measures.

Performance Challenges

The key performance challenges faced by OYA include:

- Sustaining new approaches.
- Staff training.
- Transition of youth to the community.
- Documentation practices.

Results: Public Safety

Above all, Oregonians expect OYA to help keep them safe from juvenile crime. Preventing youth from returning to criminal behavior — recidivism — is OYA's primary goal. It is measured in KPM 12 (parole) and KPM 13 (probation).

- OYA is the state's public safety agency responsible for holding accountable juveniles who have a history of criminal behavior.
- Most youth in OYA custody are placed out-of-home.
- Graduated sanctions and interventions target criminogenic risk factors.
- The definition of recidivism OYA applies to its offenders parallels the definition used by the Department of Corrections.

Recidivism Trends at 36 Months

- Probationers experienced the steepest decline in recidivism.
- Recidivism rates amongst parolees were mostly flat.
- Males recidivated at higher rates than females.
- African Americans experienced the highest recidivism rates in the OYA parole, OYA probation and the DOC post-prison supervision population groups.
- Hispanics and Native Americans in the OYA parole population recidivated at essentially the same rate as Caucasians.
- African Americans and Hispanics in the OYA probation population recidivated at higher rates than their counterparts in the OYA parole group.
- Property and drug offenders had the highest overall recidivism rate in the parole groups.
- The recidivism rate of sex offenders was the lowest overall of any crime type.

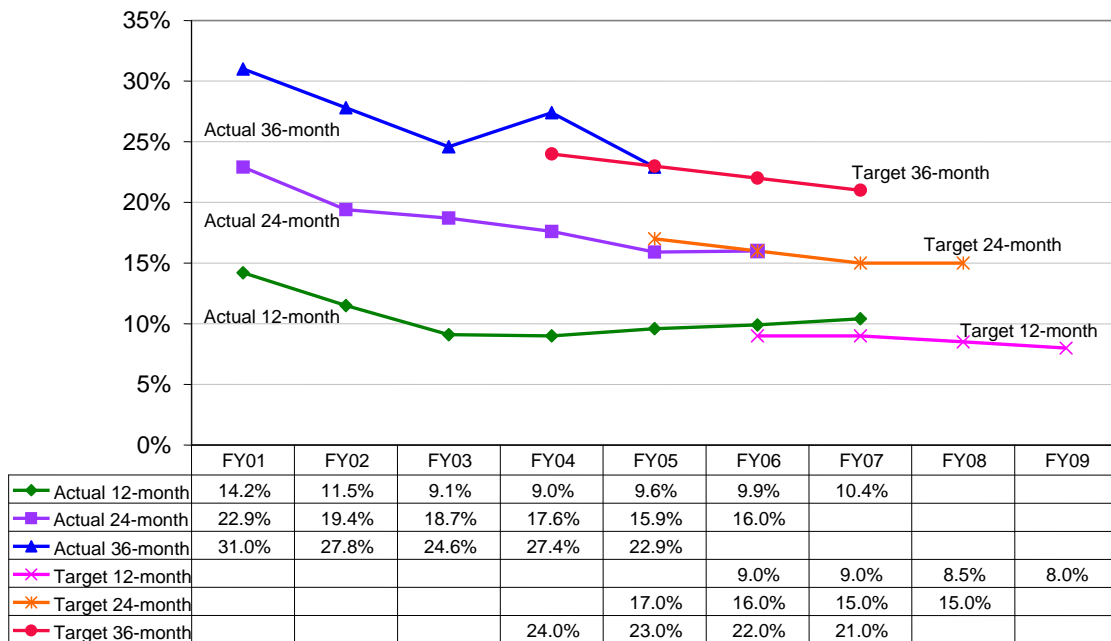
Results: Public Safety

Probation Recidivism - KPM 13

Definition: the first new felony adjudication (juvenile court) or conviction (adult court) that occurs within three years following commitment to probation.

- Overall, there has been a downward decline in recidivism since 2001 for youth tracked for 12, 24, and 36 months following their probation commitment to OYA.
- There has been an increase in recidivism rates over the past three years for probation youth tracked for a 12-month period.
- OYA did not meet the 12-month target of nine percent for youth committed to OYA probation in 2007. The rate was above the target at 10.4 percent.
- Recidivism rates for youth at 24 months and 36 months after commitment to OYA continue to decline.

Probation Recidivism



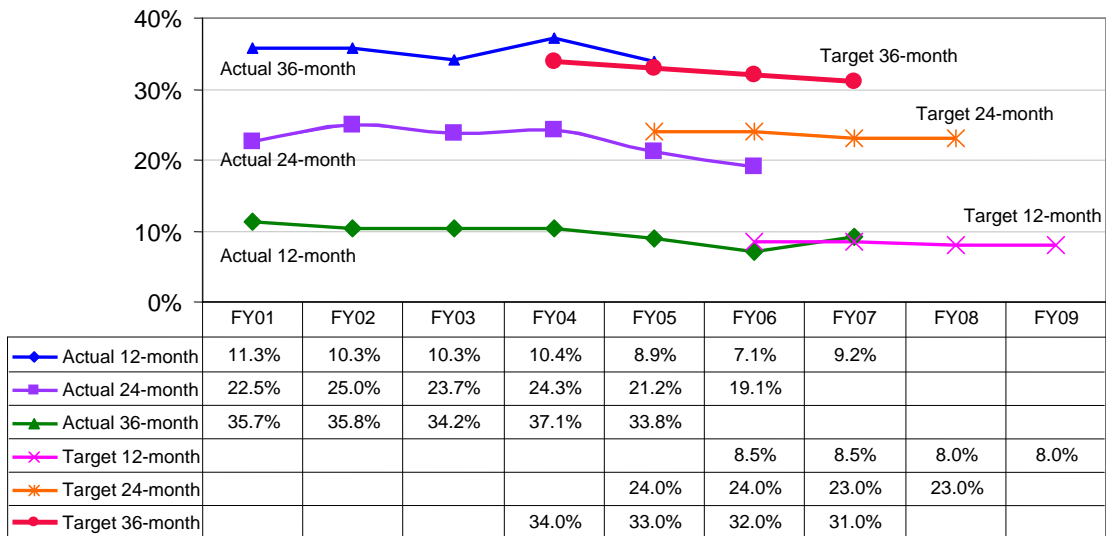
Results: Public Safety
Continued

Parole Recidivism - KPM 12

Definition: the first new felony adjudication (juvenile court) or conviction (adult court) that occurs within three years following release from close custody to parole.

- Overall, there has been a downward decline in recidivism since 2001 for youth tracked for 12, 24, and 36 months following their parole from OYA close custody.
- OYA did not meet the 12-month target of 8.5 percent for 2007-2008.
 - The rate was slightly above target at 9.2 percent.
- Parole recidivism was considerably below the 24-month target but slightly above the 36-month target.

Parole Recidivism



Results: National Comparisons

Because definitions and measures vary widely, comparisons among state juvenile justice systems are fraught with discrepancies. Apples-and-oranges syndrome invalidates most attempts to evaluate one state's outcomes versus another's.

There is one notable exception: the Performance-based Standards (PbS) initiative measures participating juvenile corrections facilities using a set of national standards.

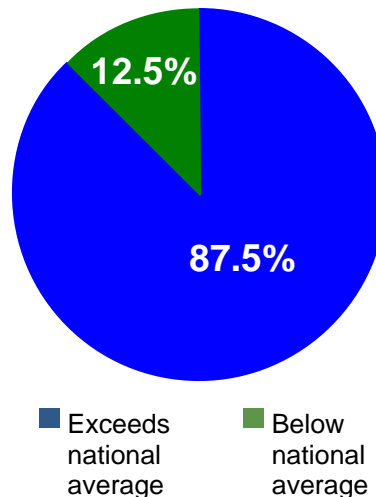
The Oregon Youth Authority, along with 26 other state juvenile corrections systems, subscribes to PbS. All eleven OYA facilities are measured. All states participating in PbS track closely the outcomes of 32 critical facility operations.

The standards are the most important indicators that give an immediate picture of the facilities' safety and order, including:

- Injuries
- Assaults
- Suicidal behavior
- Staff and youth fear for safety
- Isolation
- Screenings
- Restraints

OYA exceeds the nationwide average on 87.5 percent, or 28, of the standards. It has work to do on four standards that measure timely intakes, timely health assessments, and rates of restraint use.

Performance-based Critical Outcome Measures



Challenges and Opportunities

New Management Team

There is a new management team at OYA. The agency has a new interim director, interim deputy director, assistant director for Facilities, assistant director for Business Services and Public Affairs manager. Additionally, there are new superintendents at MacLaren, Hillcrest, Oak Creek, RiverBend, and Rogue Valley.

Together with the existing managers they join, members of this team are very experienced, and they are providing a new look and approach to the management of the agency. Each has demonstrated exceptional abilities to work with youth and staff, embrace the agency's values, and be efficient -- all while changing and challenging the agency culture.

Transition Team

DAS chartered an objective, third-party review of OYA. The team was composed of experienced executive managers from other state agencies. The purpose of the review was to evaluate OYA's programs and performance and make recommendations to the new director. The reviewers found a core of dedicated employees hungry for leadership, the need for a highly qualified, experienced leader who would be visible, communicate frequently, possess high ethical values and behaviors, and work with employees to solve problems and build trust both internally and externally.

Employee Survey

In October 2008, the new agency leadership conducted an employee survey to measure employee morale and to identify issues important to the employees. The response rate was remarkable -- 70 percent of all employees responded. The survey indicated that there was poor morale and a distrust of agency management. The new management team developed action plans to address the perceived weaknesses and is working to build trust and improve morale.

Management Development

The OYA management team needs training. Many supervisors have never received comprehensive training about management techniques and expectations. To help address this vacuum, OYA employs an executive/management coach. The agency also began a comprehensive year-long training curriculum required of all managers. However, because of budget problems, the process is on hold, making it more difficult to achieve consistency in management practices across the state.

Executive Visits and Review of Workplaces

In the past, agency executives rarely visited OYA facilities and offices in a meaningful way. The new management team is increasing the frequency and quality of executive visits. Through these visits and reviews, oversight of operations will be enhanced. Additionally, the visits provide an opportunity to provide coaching to managers, minimizing the impact of the management training delay.

Challenges and Opportunities
Continued

Business Reviews of OYA Work Sites

OYA has begun comprehensive business reviews of every facility and field office. If adequate resources are identified, the agency's accounting, budget, contracting, human resources and information systems staff will review the business practices of each work site once a biennium to ensure compliance with state laws and rules.

Human Resources Review

OYA's two labor unions requested, and management agreed to, an outside review of the Human Resources Section and its functions. Findings reflect that to do an adequate job of providing comprehensive services to a 24/7 agency with about 1,135 employees, the Human Resources Section needs more staff and more training.

Youth Safety

In 2004, an OYA employee was prosecuted and convicted of crimes against youth on his caseload. From that incident, the agency was rightfully scrutinized. OYA has acted to mitigate conditions that fostered, condoned or encouraged inappropriate behavior by employees. To maintain accountability, the Professional Standards Office was established in 2004. The office proactively works with youth and families to identify concerns about youth safety. It also conducts fair, objective and impartial reviews and investigations of allegations of staff misconduct.

Increasing Youth Violence in Facilities

Just as in many communities, OYA has seen an increase in gang activity and violence within its facilities. Often community gang conflicts spill over to impressionable youth in facilities who want to gain recognition through violence toward rival gang members. OYA is addressing the issue through treatment (Street Smarts) for gang-affected youth and enforcing a zero- tolerance policy on gang violence.

Factors that Drive OYA Costs

Direct Operating Costs

- Personnel
- Medical care
- Pharmacy
- Utilities
- Food
- Fuel
- Transportation

Costs of Providing Services to Youth:

Services to mitigate the criminal aspects of youths' social characteristics and behaviors:

- Gender-specific treatment
- Substance abuse
- Sex offenders
- Mental health
- Violent offenders
- Gangs

Gender-Specific Treatment

Female youth offenders present a unique challenge to the juvenile justice system:

- Mental illness and addiction exceeds that of female adolescents and young adults, generally.
 - Young women's complex problems and needs require more psychiatric and psychological assessment and intervention.
 - Many have a history of abuse and neglect.
- In February 2008, Oak Creek Youth Correctional Facility in Albany was re-opened as an all-female facility.
 - Young women do not focus on treatment in co-gender facilities.
- Dialectical Behavior Therapy was selected as the framework for correctional and behavioral treatment services for adolescent girls and young women.

Offenders with Substance Abuse Issues

According to national research, untreated substance abuse is a primary predictor of offender recidivism.

OYA research found:

- Males with substance abuse problems are more than twice as likely to recidivate as those without substance abuse issues.
- Youth whose most serious crime was a substance/alcohol offense had the highest recidivism rate of all the crime groups.

The agency's Offender Risk/Needs Assessment (OYA R/NA) and OYA studies confirm that the majority of youth committed to OYA have significant alcohol and/or drug issues.

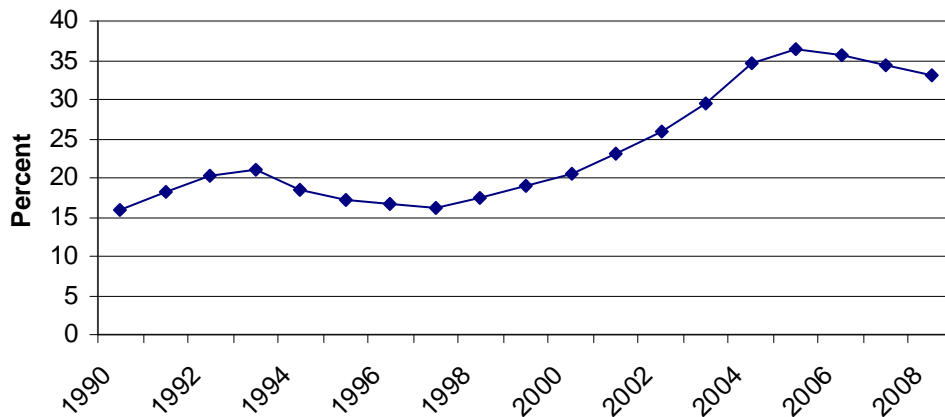
Factors that Drive OYA Costs
Continued

Sex Offenders

- The proportion of offenders committed to OYA for sexual offenses is beginning to decrease.
- The average length-of-stay of sex offenders in close custody is longer than that of other offenders.
- Juvenile sex offenders who have had the benefit of OYA programs have a low rate of committing additional sex offenses when compared to national data from the Center for Sex Offender Management (CSOM).

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

**Sex Offenders as a Proportion of
OYA's Total Population**



Factors that Drive OYA Costs
Continued

Offenders with Mental Health Issues

While not a direct predictor or risk factor in offender recidivism, mental health issues have a big impact on how offenders respond to correctional interventions.

- Youth with serious mental health disorders are:
 - At greater risk of self-harm or harm to others.
 - At greater risk for suicide, both in facilities and the community.
 - Difficult to manage without intensive psychological and psychiatric intervention.
- More than seven percent of youth in communities and 11 percent of youth in close custody facilities have histories of suicide attempts.

The following table illustrates the changing profile of youth in OYA custody:

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

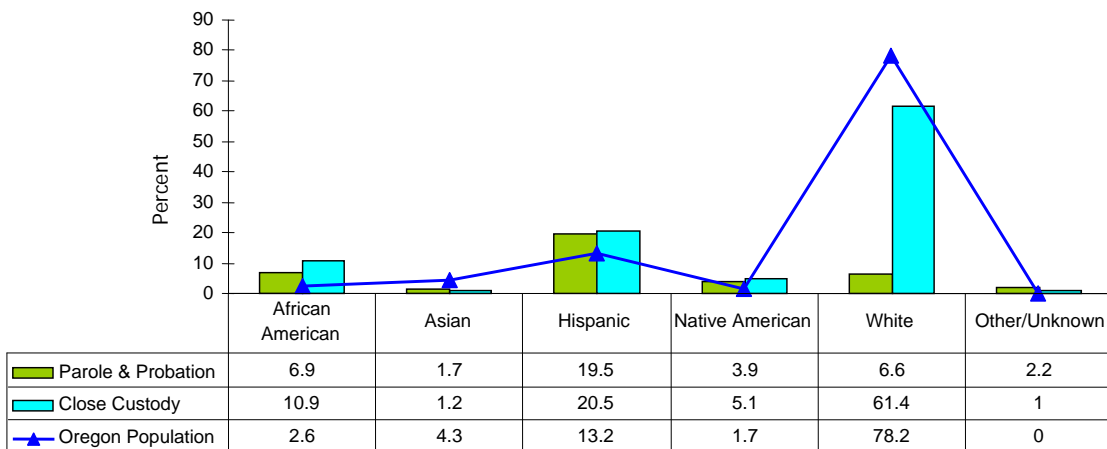
Factors that Drive OYA Costs Continued

Disproportionate Minority Contact

Minority youth are overrepresented in OYA's close custody population compared to Oregon's age 12-25 population.

- African American youth have the greatest disproportionate confinement.
- Recent statewide trends show Latino youth as Oregon's largest 12-25 youth population.

Ethnicity of OYA Youth vs. Oregon Population



Data Source: Juvenile Justice Information System, July 2008

* Oregon youth population percentages by race/ethnicity are provided for comparison. These estimates are based on U.S. Census population estimates for July 1, 2006. Data source: Puzzanchera, C., Finnegan, T. and Kang, W. (2007). "Easy Access to Juvenile Populations" Online. Available: <http://www.ojdp.ncjrs.gov/ojstatbb/ezapop/>. Retrieved July 9, 2008.

Results:

OYA continues its leadership and emphasis on meeting the needs of minority communities by:

- Sponsoring the Governor's Summit on Disproportionate Over-Representation of Minorities in the Juvenile Justice System.
- Assuming leadership of the state public safety cluster meetings with Oregon's Native American tribes.
- Developing partnerships and fostering collaboration with governmental and non-governmental agencies such as Immigration, Social Security, and the Mexican Consulate.
- Facilitating culturally and gender-specific services to female offenders at Oak Creek Youth Correctional Facility.

Factors that Drive OYA Costs
Continued

Gang Intervention

Based on 1,916 open cases, data gathered through OYA Risk/Needs Assessments completed at intake to OYA indicates that gang associates make up 12 percent of OYA's population:

Commitment Type	Gang Member/Associate of total OYA population
DOC transfers to OYA	16%
OYA YCF	14%
OYA Probation	6%

Location	Gang Member/Associate
Field	9%
Facility	15%

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

- Members of the Office of Minority Services collaborate with local law enforcement and community partners on gang prevention, intervention, and suppression strategies and efforts.
- The Street Smarts Gang Intervention/Youth Empowerment Curriculum is provided to youth in OYA facilities.
- OYA parole/probation officers provide supervision and case management services tailored to the particular needs of gang-involved youth.
- OYA Minority Youth Transition Program provides services to youth leaving facilities and in the community.
- More than 70 minority youth received transition services in the 2007-09 biennium.
- Senate Bill 106, proposed in the 2009-11 legislative session, would allow OYA to contract with federally recognized tribes to provide intervention services that become available through competitive grants in the future.
- OYA provides gang funding to the Multnomah County Juvenile Department to assist in gang prevention and intervention efforts.
- OYA's tattoo removal program assists youth to reduce unwanted gang identification and ultimately obtain employment and educational opportunities. More than 240 tattoos were removed in 2007-09.

2009-2011 Governor's Recommended Budget
Organizational Chart

Program Support

111 POS / 109.38 FTE

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

Facility Services

961 POS / 938.51 FTE

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

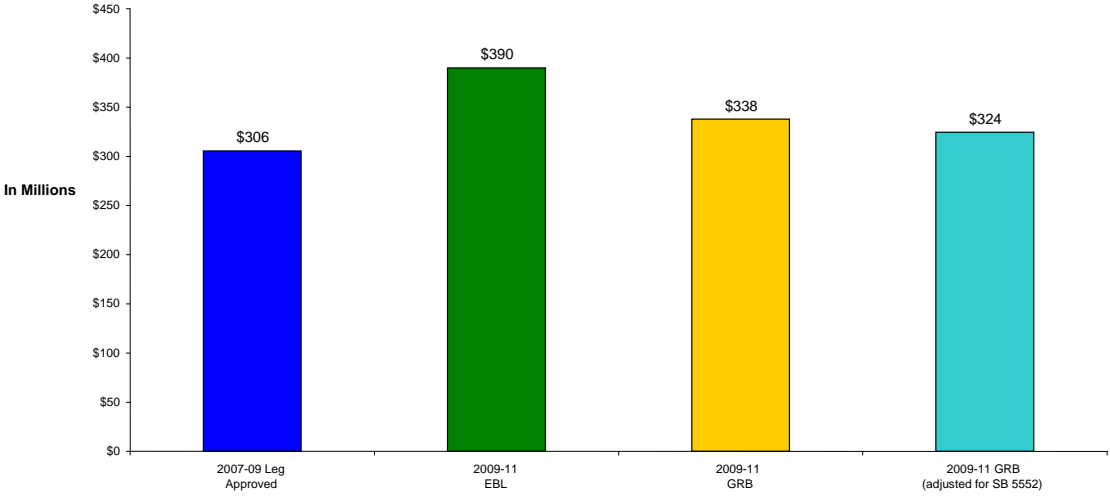
Community Services

156 POS / 153.25 FTE

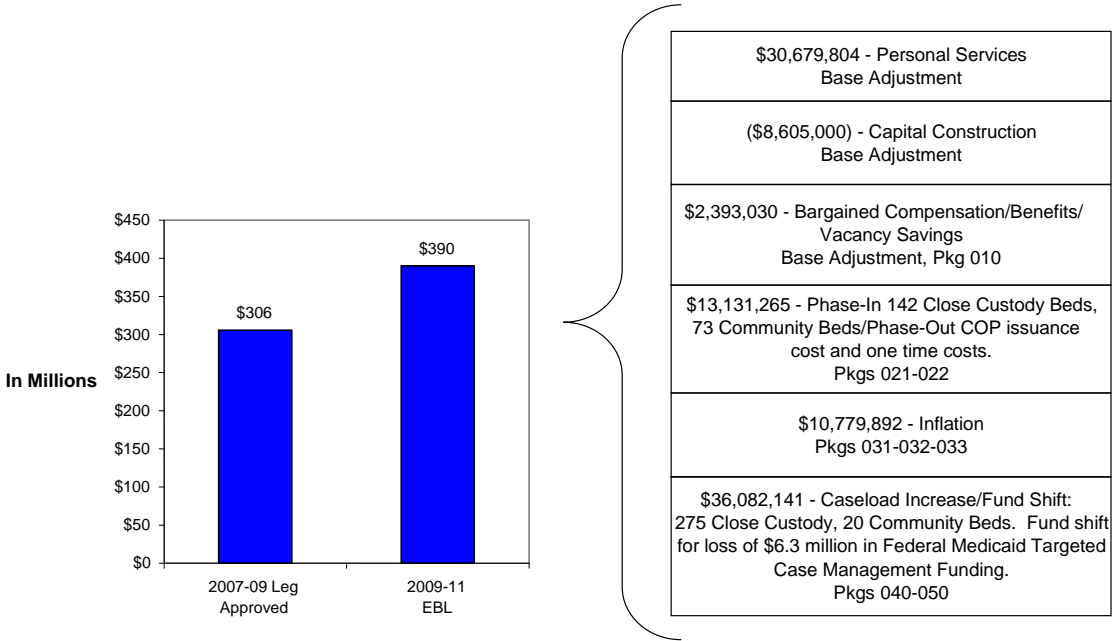
Residential/Foster Care
Individualized Community Services
Parole Services
Probation Services
County Diversion
Juvenile Crime Prevention Basic Services
Youth Gang Services
Interstate Compact

2009-11 Essential Budget Level

**Comparison 07-09 Leg Approved Budget to
 09-11 Governor's Recommended Budget adjusted for SB 5552**

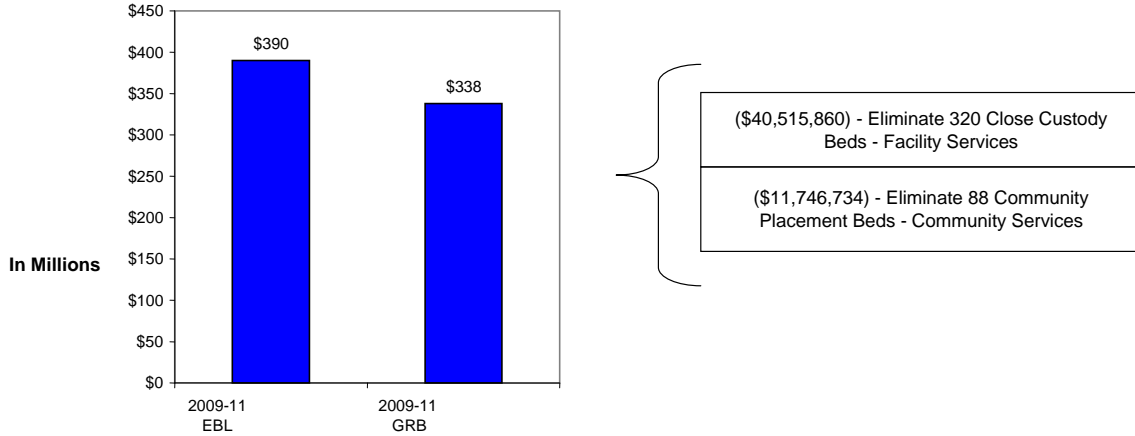


Comparison 07-09 LAB to 09-11 EBL

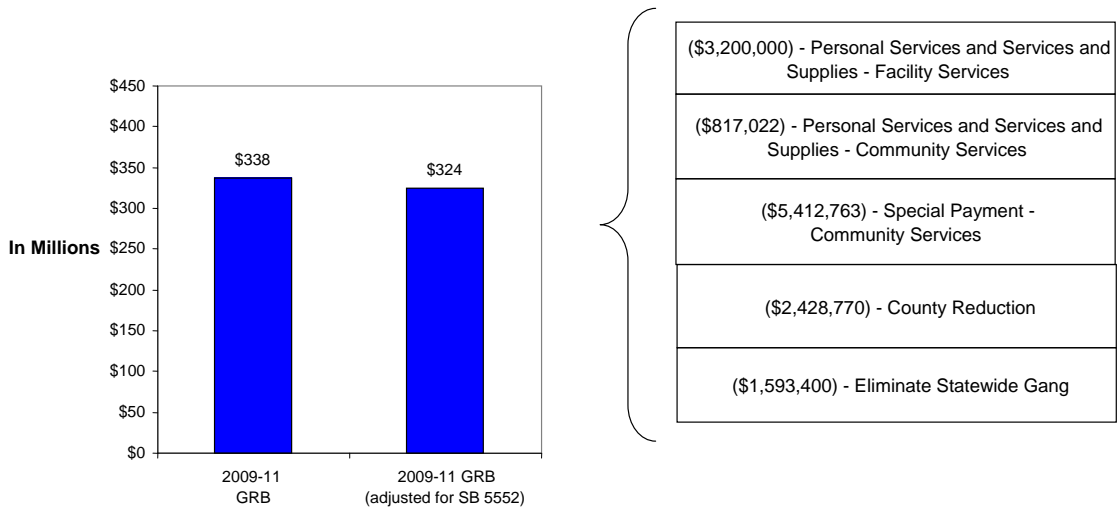


**2009-11 Essential Budget Level
Continued**

Comparison 09-11 EBL to 09-11 GRB



Comparison 09-11 GRB to 09-11 GRB adjusted for SB 5552



Summary of Program Services Priorities Governor's Recommended Budget

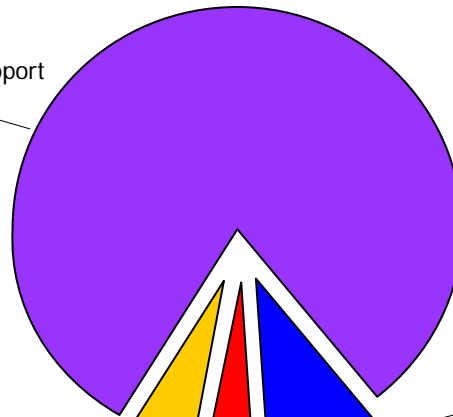
The development and prioritization of the 2009-11 budget focused on the following criteria:

- Prioritize providing services to youth most at risk to commit further crimes. Focus services on activities and approaches specifically targeted to reducing criminogenic risk. Assure that risk reduction strategies are proven effective as demonstrated in the literature.
- Develop and provide services that integrate with and complement other services provided within the juvenile justice system. Where possible, coordinate service provision and funding with partners.
- Maintain quality and breadth of service for the target population. In reduction situations, focus on reducing capacity rather than compromising service integrity.

2009-11 OYA Priorities (General Fund)

Priority 1:

875 close custody beds
509 community placements
83% county programs, program support



Priority 2:

75 close custody beds
104 community placements
13 P&P and program support positions
Statewide gang
17% county programs

Priority 3:

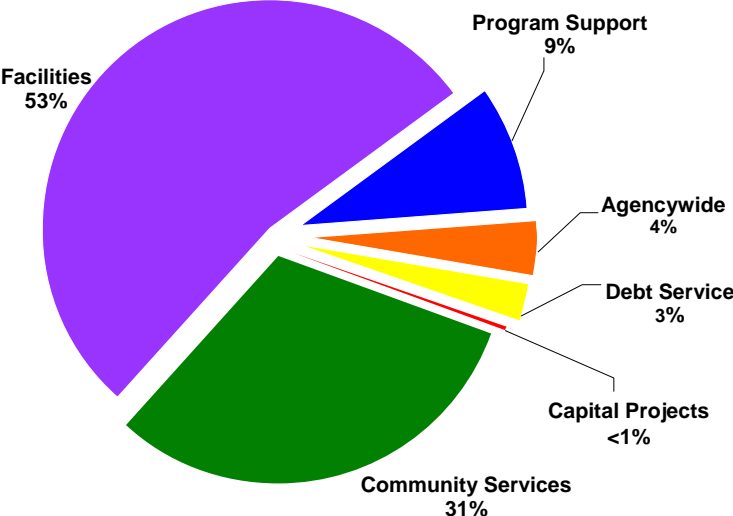
45 close custody beds
58 community placements
4 P&P positions

Priority 4:

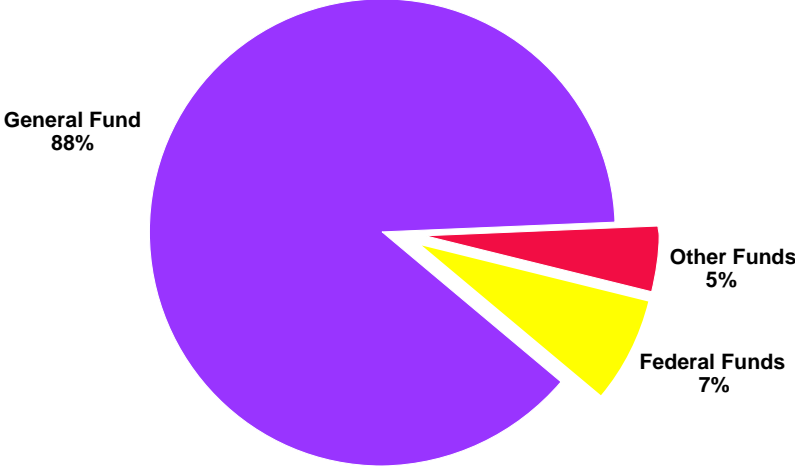
275 close custody beds
20 community placements
19 P&P positions

OREGON YOUTH AUTHORITY
2009-2011 GOVERNOR'S RECOMMENDED BUDGET PRESENTATION

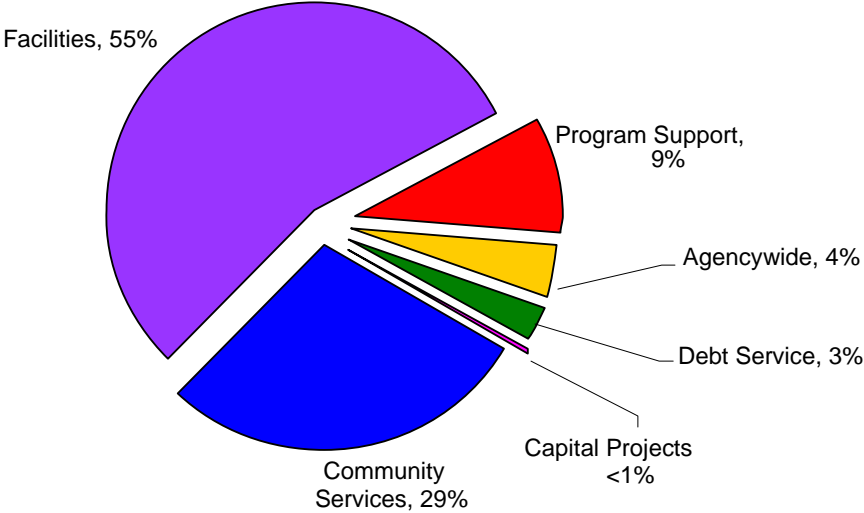
Governor's Recommended Budget
\$298.3 Million General Fund



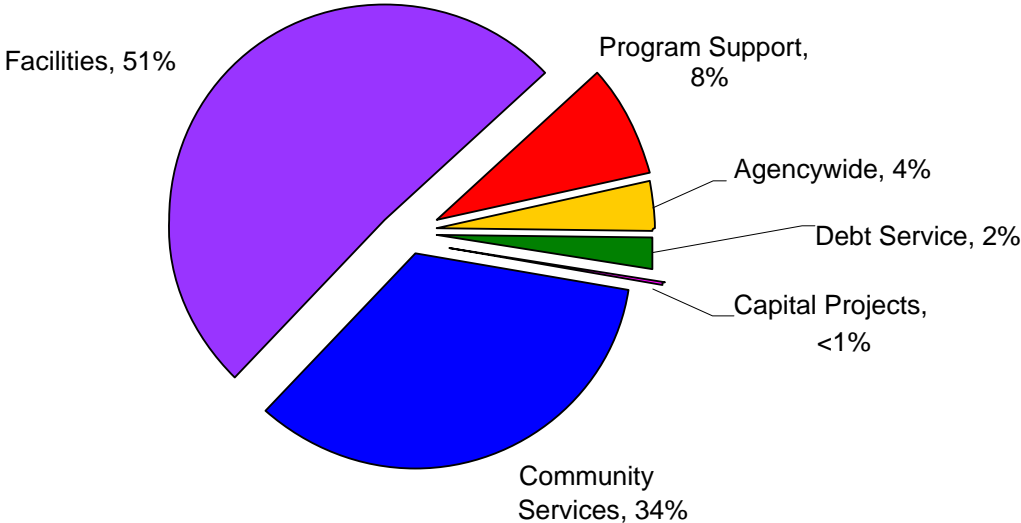
Governor's Recommended Budget
\$337.8 Million Total Funds



Governor's Recommended Budget
Adjusted for SB 5552 Actions
\$284.9 million General Fund



Governor's Recommended Budget
Adjusted for SB 5552 Actions
\$325.1 million Total Fund



OREGON YOUTH AUTHORITY
2009-2011 GOVERNOR'S RECOMMENDED BUDGET PRESENTATION

Reduction Options

Reductions Included in Governor's Recommended Budget		
Program Unit/Activity Description	General Fund	Impact of Reduction on Services and Outcomes
09-11 Pkg. 040 275 close custody beds - Cut in GRB	(30,082,089)	Reducing projected close custody capacity will avoid further disruption to a system that was significantly compromised during the 2003 budget reductions. The reduction will result in supervising and managing high-risk youth in the community, jeopardizing public safety and youth reformation. The agency anticipates a negative impact on Key Performance Measure 13 (parole recidivism) and Oregon Benchmark #62, juvenile arrests.
09-11 Pkg. 040 20 beds - Cut in GRB	(1,626,222)	OYA is forwarding a reduction to projected community placement capacity to avoid disruption to a system that was compromised during the 2003 budget reductions. Without appropriate placement services, communities will have to manage more youth offenders with limited resources and fewer treatment options. With this reduction, the agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.
Parole and Probation associated with Pkg. 040- Cut in GRB	(2,236,480)	Reductions commensurate with caseload/workload adjustments.
45 close custody beds- Cut in GRB	(9,887,206)	Reducing projected close custody capacity will avoid further disruption to a system that was significantly compromised during the 2003 budget reductions. The reduction will result in managing high-risk youth in the community, jeopardizing public safety and youth reformation. The agency anticipates a negative impact on Key Performance Measure 13 (parole recidivism) and Oregon Benchmark #62, juvenile arrests.
58 community placements - Cut in GRB	(3,370,560)	OYA is forwarding a reduction to projected community placement capacity to avoid disruption to a system that was compromised during the 2003 budget reductions. Without appropriate placement services, communities will have to manage more youth offenders with limited resources and fewer treatment options. With this reduction, the agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.
Foster Care - 10 beds in base- Cut in GRB	(281,934)	Same as above
Adjustments for flexible benefits and state PERS rates included in Governor's Recommended Budget.	295,469	
Parole and Probation associated with reduction in workload/caseload- Cut in GRB	(632,344)	Reductions commensurate with caseload/workload adjustments.
Phase-in 25 close custody beds July 1, 2010- Cut in GRB	(1,383,293)	The reduction to close custody capacity will likely result in the closure of one or more facilities. Public safety will be severely compromised, youth reformation jeopardized and recidivism (Key Performance Measures 12 and 13) very negatively impacted.
Subtotal	(49,204,659)	

OREGON YOUTH AUTHORITY
2009-2011 GOVERNOR'S RECOMMENDED BUDGET PRESENTATION

Reduction Options Included in SB 5552

Reductions included in SB 5552		
Program Unit/Activity Description	General Fund	Impact of Reduction on Services and Outcomes
Individualized Services, Juvenile Crime Prevention & Diversion - 10% Reduction -Cut in SB 5552 no cut to Multnomah Gang	(2,428,770)	OYA provides funding to 36 county juvenile depts. to provide basic crime prevention services to high-risk or gang-involved youth at the local level. The goal is to reduce recidivism and divert youth offenders from commitment to the state. The juvenile justice system is a balanced continuum and cuts to one area dramatically impact the pressures on other areas. Likely recidivism and commitments to the state will occur at a time when resources are reduced. The agency anticipates a likely increase in juvenile arrests (Oregon Benchmark #62) if this reduction is adopted.
Eliminate Statewide Gang - Cut in SB 5552	(1,593,400)	Same as above
Eliminate 58 Community Placements	(2,699,338)	These reductions may require program closures for some providers and will significantly reduce treatment capacity in the community. Increased recidivism is likely if placement services are reduced. Communities will have to manage more youth offenders locally with reduced resources and fewer options. If this option is adopted, the agency anticipates a negative impact on juvenile recidivism (OYA Performance Measures 12 and 13) and overall juvenile arrest rates (Oregon Benchmark #62).
Eliminate 25 Close Custody Beds at MYCF eliminating	(3,200,000)	The reduction to close custody capacity will likely result in the closure of one or more facilities. Public safety will be severely compromised, youth reformation jeopardized and recidivism (Key Performance Measures 12 and 13) very negatively impacted.
Parole and Probation associated with reduction in workload/caseload	(817,022)	Same as third five percent. With fewer resources to provide public safety through field supervision and case management, OYA anticipates higher levels of recidivism (Performance Measures 12 and 13) and overall juvenile arrests (Oregon Benchmark #62).
Federal Stimulus Package enhanced match for 2009-11 biennium	(2,713,425)	Enhanced FMAP rate through December 31, 2010.
Subtotal	(13,451,955)	

OYA Proposed Legislation

SB 106: Tribal access to funding

OYA is authorized to contract with counties, groups of counties, or private parties to administer juvenile corrections programs (ORS 420A.010). OYA is requesting language changes in ORS 420A.040(2) to allow tribes to contract with OYA to provide intervention services. Fiscal Impact: \$0

SB 107: Interstate Compact

SB 107 ratifies the new Interstate Compact for Juveniles in Oregon, replacing the current Interstate Compact for Juveniles that has been in place since 1959. The purpose of the new compact is to provide guarantees of compliance as well as the appropriate treatment of youth and runaways by states. Fiscal Impact: \$105,641

HB 2187: Fingerprinting foster care applicants

HB 2187 expands in statute the authority of the Oregon Youth Authority to carry out fingerprint criminal background checks on persons who apply to operate youth offender foster homes and persons who are adult members of an applicant's household. Currently, ORS 420A.021 provides the agency with the authority to require fingerprint background checks on employees, applicants for OYA employment, and vendors, volunteers and OYA contractors. Fiscal Impact: \$0



COMMUNITY SERVICES

Community Services

Population Served

OYA Community Services serves youth offenders on probation and parole, age 12-25, who have been:

- Adjudicated in juvenile court and placed in the legal custody of OYA for community placement.
- Adjudicated in juvenile court and placed in the legal custody of OYA for placement in OYA youth correctional facilities and subsequently released to OYA parole supervision.

Youth in OYA custody are considered the highest risk for recidivating with a serious crime and represent about five percent of all youth referred to Oregon's juvenile justice system. These are youth offenders who have multiple criminogenic risk factors and have not responded to less restrictive interventions or pose a significant risk to public safety.

OYA parole/probation officers are assigned and manage OYA youth offenders upon commitment to OYA. They continue case management until termination from OYA custody.

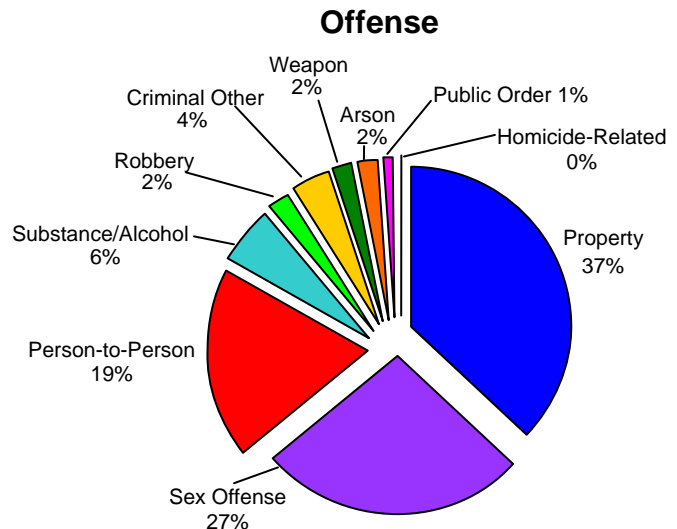
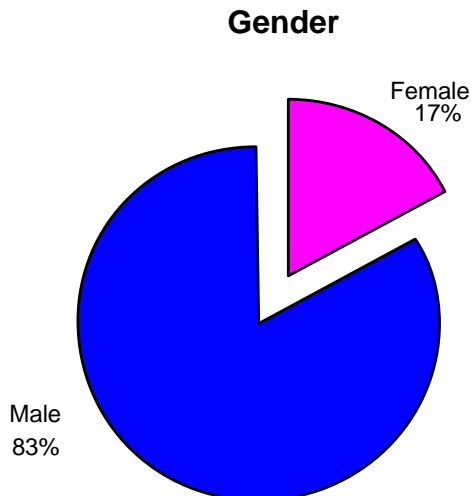
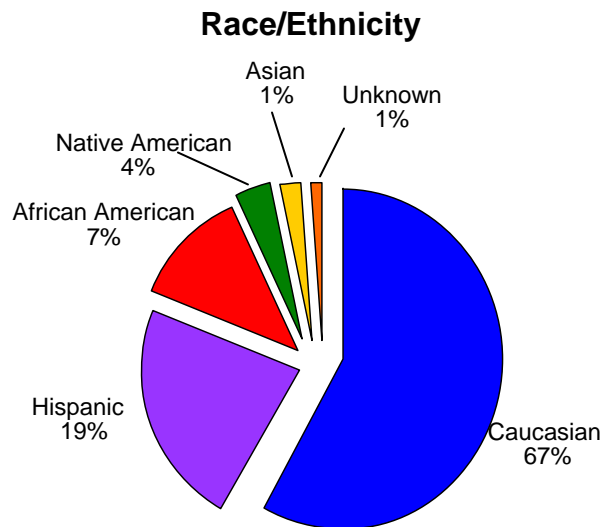
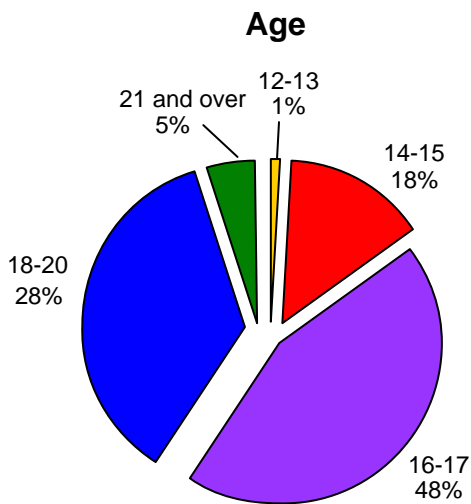
OYA Community Services also supports juvenile crime prevention efforts to reduce statewide recidivism and divert youth offenders from state commitment. This is accomplished through funding Juvenile Crime Prevention Basic Services, Diversion, and Youth Gang Intervention Grants to counties.

Community Services Continued

OYA Community Population

Characteristics of OYA youth offenders on probation or parole in the community in January 2009:

- Approximately two-thirds of youth offenders served in the community are under age 18.
- 73 percent of offenders in community programs are determined to have a high risk to re-offend.
- 57 percent of offenders served in the community are on probation; 43 percent are on parole.
- 83 percent of youth served in the community are male; 17 percent are female.
- Almost three times as many females are served in OYA community programs than in OYA close custody facilities.



Overview Of Community Services

OYA Community Services provides public safety, youth accountability and reformation services for OYA offenders placed in each community in Oregon. This is accomplished through case management, supervision and close partnerships with county juvenile departments, private providers, law enforcement, courts and other local stakeholders. A key component to success is the use of evidence-informed case management and the application of evidence-based treatment programs and services whether youth are placed in their homes or in residential placements.

OYA also provides funding to counties in support of their local services aimed at preventing recidivism and commitment of youth to OYA.

OYA Community Services include:

- Probation and parole services.
- Residential and youth offender foster care.
- Individualized community services.
- Diversion, Juvenile Crime Prevention Basic Services and Youth Gang Services.
- Administration of the Interstate Compact for Juveniles.

Probation and Parole Services

OYA juvenile parole/probation officers (JPPOs) are assigned to OYA youth at the point he or she is committed to the agency for probation in the community or for placement in OYA facilities. As primary case managers, JPPOs place and supervise youth in residential programs, foster homes and, in some cases, in the youths' own homes. JPPOs facilitate transition plans for youth paroling from close custody facilities. They subsequently supervise those youth in residential care and/or the community until termination from OYA custody.

Role of OYA JPPOs:

- Case management to ensure that services are in line with the youth's risks and needs to prevent recidivism and victimization of the community.
 - Assess risk to re-offend through the OYA Risk/Needs Assessment.
 - Develop and oversee case plans with youth and family.
 - Manage case through a multidisciplinary process.
- Place and supervise youth, whether on probation or parole, in residential programs, in foster homes and, in some cases, in the youths' own homes.
- Facilitate transition plans for youth in close custody facilities to prepare them for return to the community on parole.
- Ensure youth are held accountable through payment of restitution, community services, and other court-ordered conditions.
- Coordinate with juvenile departments, schools, law enforcement and private providers to maintain youth safety in the community through a risk-based model of supervision and services.

Community Services Results: Public Safety

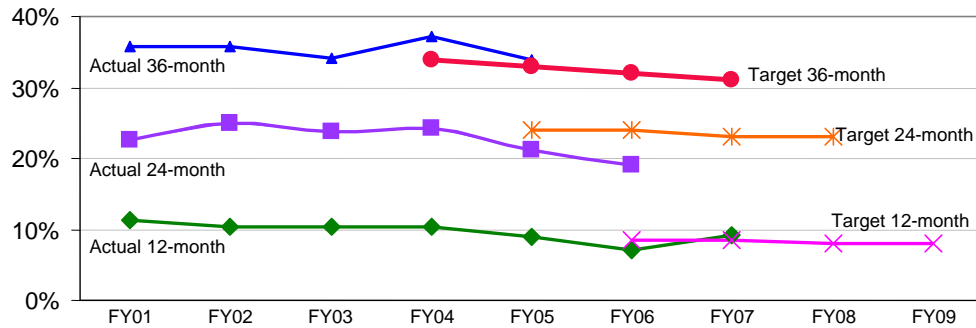
Public Safety through Recidivism Reduction

OYA Community Services strives to reduce recidivism to protect the public by providing opportunities for OYA offenders to mitigate risk factors. Ongoing monitoring of progress toward this and other OYA key performance measures helps OYA determine effectiveness.

Parole Recidivism – KPM 12

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

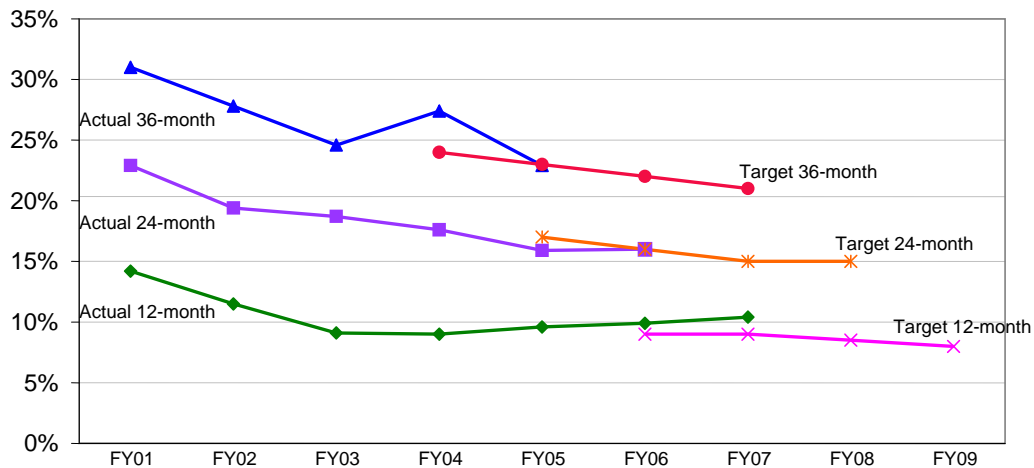
Parole Recidivism



Probation Recidivism – KPM 13

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) 12, 24, and 36 months.

Probation Recidivism



OREGON YOUTH AUTHORITY
2009-2011 GOVERNOR'S RECOMMENDED BUDGET PRESENTATION

Runaways – KPM 2

Number of runaways from provider supervision (including youth on home visit status) per fiscal year.

2007 Target	280	2007 Actual	319
2008 Target	260	2008 Actual	277

Community Services Results: Reformation

Public Safety Through Reformation

OYA impacts recidivism of its youth offenders through appropriate reformation services. Research shows that matching a youth's risks to appropriate evidence-based programs is key to reformation and the reduction of recidivism.

Intake Assessments – KPM 6

Percent of youth offenders who receive an OYA Risk/Needs Assessment within 30 days of commitment or admission.

2007 Target	80%	2007 Actual	60%
2008 Target	85%	2008 Actual	72%

Correctional Treatment – KPM 7

Percent of youth offenders whose records indicate active domains in an OYA case plan as identified in the OYA Risk/Needs Assessment within 60 days of commitment or admission.

2007 Target	80%	2007 Actual	44%
2008 Target	85%	2008 Actual	81%

Educational Services – KPM 8

Percent of youth offenders committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.

2007 Target	85%	2007 Actual	81%
2008 Target	90%	2008 Actual	95%

Community Re-entry Services – KPM 9

Percent of youth offenders released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in their OYA case plan.

2007 Target	80%	2007 Actual	10%
2008 Target	85%	2008 Actual	69%

School and Work Engagement – KPM 10

Percent of youth living in OYA Youth Offender Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement.

2007 Target	60%	2007 Actual	34%
2008 Target	65%	2008 Actual	45%

Community Services Results: Accountability

OYA works with courts and local partners to increase accountability for restitution payments. OYA probation and parole services develop opportunities for youth offenders to earn money in facility and community programs to pay restitution.

Restitution – KPM 11

Definition: Percent of restitution paid on closed orders during the fiscal year.

2007 Target	28%	2007 Actual	40%
2008 Target	30%	2008 Actual	33%

Residential and Youth Offender Foster Care Services

Juvenile parole/probation officers use contracted residential treatment and foster care programs to provide targeted interventions for youth who are deemed appropriate to reside in the community. Placement in these programs mitigate risk to the community by providing supervised living environments and structured treatment.

Residential Treatment Programs:

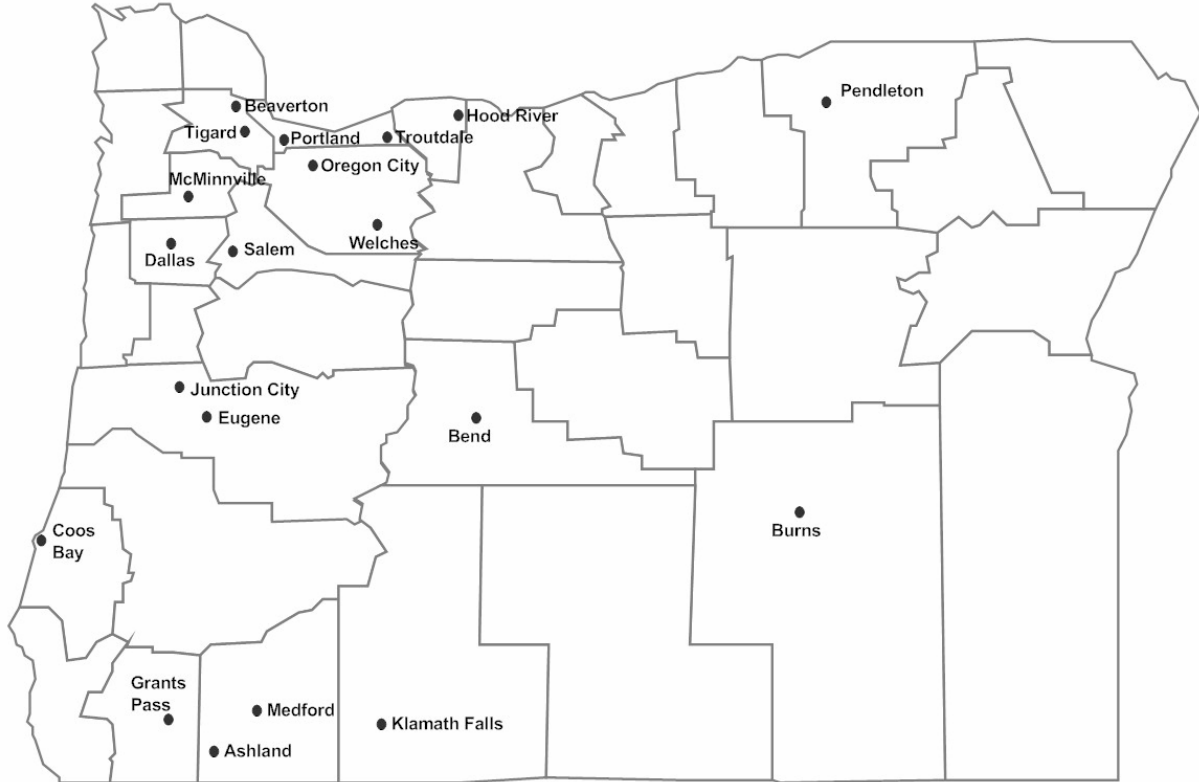
- OYA purchases residential treatment services from public and private sector entities across the state.
- Contracts for residential treatment services are funded with a combination of state General Fund and federal Medicaid funds (Behavior Rehabilitation Services [BRS]) which are used for assessment, skill-building, counseling, structured and therapeutic residential environments.
- OYA works with contracted providers to develop residential performance measures and evaluations based on evidence-based criteria.

Youth Offender Foster Care Services:

- OYA provides structured family living environments in the community through the use of youth offender foster homes.
- Foster homes provide safe and structured homes for OYA youth offenders who are at lower risk to re-offend.

**Residential and Foster Care Services
Continued**

Residential Treatment Programs



<p>Ashland: Community Works (10 boys / 11 girls = 21 beds)</p> <p>Beaverton: St. Mary's Home for Boys (24 beds)</p> <p>Bend: J Bar J Youth Services (28 beds)</p> <p>Burns: Kirkland (7 beds)</p> <p>Coos Bay: Belloni Ranch (16 boys / 8 girls = 24 beds)</p> <p>Dallas: Polk County Youth Program (10 beds)</p> <p>Eugene: Stepping Stone (16 beds) Pathways (15 girls' beds)</p> <p>Grants Pass: Southern Oregon Adolescent Study and Treatment Center (4 beds)</p> <p>Hood River: Next Door (18 beds)</p> <p>Junction City: Haag Home (17 beds)</p>	<p>Klamath Falls: Klamath-Lake Youth Ranch (14 beds)</p> <p>McMinnville: Rainbow (7 beds)</p> <p>Medford: Community Works (8 beds) Southern Oregon Child Study and Treatment Center (8 beds)</p> <p>Jackson County Assessment & Stabilization (10 beds)</p> <p>Oregon City: Parrott Creek (19 beds)</p> <p>Pendleton: Homestead Youth Lodge (28 beds)</p> <p>Portland: Boys and Girls Aid Society – Pettygrove (10 girls' beds) Janus Buckman House (17 beds) Morrison Center Counterpoint (14 beds) Morrison Center Breakthrough (20 beds) Rosemont (23 girls' beds) Salvation Army White Shield (7 girls' beds) Youth Progress (36 beds) Bridges to Independence (3 beds)</p>	<p>Salem: Christian Community Placement Center (5 beds) Catholic Com. Svcs of the Mid-Willamette Vly Ctr. (21 beds) Cavazos Center (10 beds)</p> <p>Tigard: Janus Cordero (11 beds)</p> <p>Troutdale: Youth Guidance Charis Ridge (9 beds)</p> <p>Welches: Youth Guidance Son Village (14 beds)</p>
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Community Services Results: Safe Environments

OYA is committed to ensuring that youth are safe in the living environments in which they have been placed. OYA measures the safety of the living environments in three ways:

Youth-to-Youth Injuries – KPM 3b

Number of injuries to youth by other youth per fiscal year.

2007 Target	2	2007 Actual	6
2008 Target	2	2008 Actual	9

Staff-to-Youth Injuries – KPM 4b

Number of injuries to youth offenders by staff per fiscal year.

2007 Target	0	2007 Actual	0
2008 Target	0	2008 Actual	1

Suicidal Behavior – KPM 5b

Number of attempted suicides during the fiscal year.

2007 Target	4	2007 Actual	7
2008 Target	4	2008 Actual	1

Community Services Results: Transition

Research shows that the services and supervision a youth offender receives during transition from one phase of placement to another is critical for success. Probation and parole staff develop and monitor the transitional plans and services provided during this pivotal time.

Individualized Community Services

Individualized community services provide a supplemental level of treatment and support services tailored to meet the individual needs and case plans of youth offenders. OYA and counties purchase services pursuant to individually approved case plans. OYA Individualized Services funding is used only when alternative funding is not available in the community.

Examples of services provided through Individualized Services funding:

- Sex offender transition
- Minority youth transition
- Transition and independent living
- Wrap-around services
- Treatment
- Mental health services
- Urgent health care
- Prescription medication

Community Services Results: Partnerships

Diversion, Juvenile Crime Prevention Basic Services and Youth Gang Services

OYA provides funding to counties for delinquency prevention and intervention services to prevent youth offenders from reoffending. The funds are provided to county juvenile departments through intergovernmental agreements.

- Diversion: Counties develop and operate local services designed to divert the highest risk youth offenders from placement in OYA custody.
- Juvenile Crime Prevention Basic Services (JCP Basic): Counties enhance basic graduated services and sanctions for youth referred to juvenile departments to prevent further offenses.
- Youth Gang Services: Multnomah county provides intervention programs for gang-involved youth offenders in their community through community services, enhanced supervision and case management. Funds targeted to East Multnomah County created the East Metro Gang Enforcement Team.

Examples of Juvenile Crime Prevention Basic Services and Diversion Services:

- Shelter & detention services
- Assessment services
- Intensive probation supervision
- Multi-Systemic Therapy
- Alcohol & drug treatment
- Functional Family Therapy
- Mental health services
- Victim restitution
- Community service

Partnerships with Counties

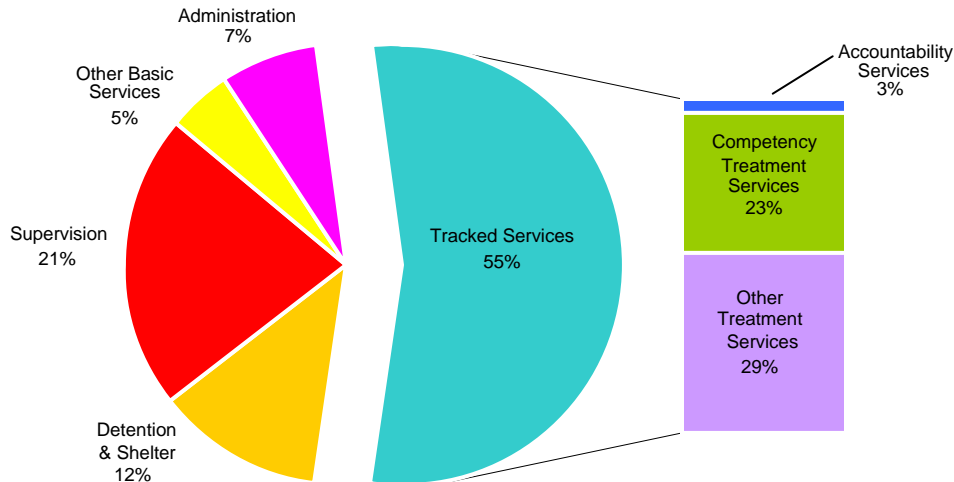
Diversion and JCP Basic Services assist counties in reducing recidivism locally. Counties track treatment and other youth specific services in the Juvenile Justice Information System, providing data to track those offenders' future recidivism.

Other services are tracked to provide information on types of services and numbers of youth served.

OYA and county juvenile departments continue to address the goal of providing evidence-based services through the use of these county funds.

Community Services: Results

Combined Diversion and JCP Basic Funds Budgeted Amounts 2007 - 09



	Total \$	Percent
Accountability Services	462,685	3%
Competency Treatment Services	4,123,388	23%
Other Treatment Services	5,256,074	29%
Detention & Shelter	2,189,994	12%
Supervision	3,869,399	21%
Other Basic Services	870,176	5%
Administration	1,312,339	7%
Total Funds	18,084,054	100%

JCP Basic/Diversion Service Types

- Accountability:
 - Provide consequences or accountability experiences (e.g., community service and restitution).
- Competency Treatment Services:
 - Assist youth in developing pro-social values, attitudes, beliefs, and behavior.
- Other Treatment Services:
 - Address specific criminogenic treatment needs (e.g., sex offender or substance abuse treatment).
- Detention & Shelter:
 - Direct placement and oversight of youth in local detention or shelter facilities.
- Supervision:
 - Provide basic and intensive probation supervision in the community.
- Other Basic Services:
 - Assist youth needs to succeed in treatment and other programs (e.g., clothing vouchers, medication, transportation, polygraphs, and urinalysis).

Community Services: Results

To Date:

Counties began tracking treatment services and accountability services in JJIS in July 2008.

- 1,192 tracked service episodes were provided to 1,041 distinct youth.
- 52 percent of funds provided treatment and competency services.
- 21 percent of funds provided direct supervision services by juvenile department staff.
- 12 percent of funds provided detention and shelter (including some treatment services).

Next Steps:

- Outcome reporting for the first six-month cohort will be available in January 2010 on:
 - 12-month recidivism.
 - Subsequent commitment to OYA for community placement.
 - Subsequent commitment to OYA for YCF placement.
- Explore which tracked services are evidence-based.

Community Services Results: Partnerships

Interstate Compact for Juveniles

The Interstate Compact for Juveniles (ICJ) is an agreement among all 50 states pursuant to ORS 417. The ICJ has the authority of law governing movement and supervision of youth offenders, runaways, absconders and escapees among states.

The Oregon Youth Authority Interstate Compact Office oversees:

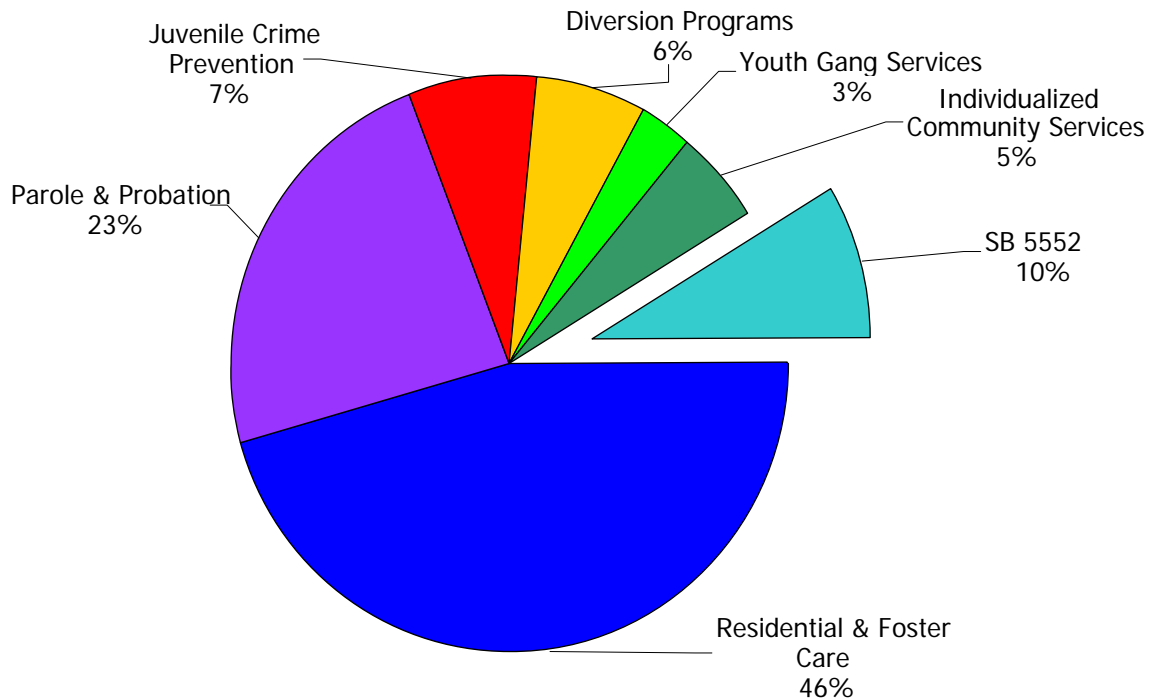
- Youth offenders under supervision of the Oregon Youth Authority or county juvenile departments who request transfer to other states.
- Youth offenders who request transfer to Oregon from other states.
- Children and youth who run away from Oregon to other states or who run away from other states to Oregon.

OYA Interstate Compact outcomes:

- Ensures that youth offender movement is coordinated and appropriately approved, including proper supervision and public safety services.
- Ensures public safety interests are addressed and victims of youth offenders are protected.
- Ensures that youth offenders who illegally leave custody are returned.
- Ensures that runaway children and youth are safely returned to their home states.
- The OYA Interstate Compact Office oversees movement of approximately 2,950 youth cases each biennium.

Community Services

Community Services 2009-11 Governor's Recommended Budget Adjusted for SB 5552



Community Services - \$110,077,486 Total Funds / \$82,414,041 General Fund

- 555 beds
 - Juvenile Crime Prevention Basic Services, County Diversion and Multnomah Youth Gang Services.
 - Parole and probation services.
 - Residential Care, youth offender foster care and individualized community services.
 - Interstate Compact for Juveniles.



FACILITY SERVICES

Facility Services

Purpose

- Oregon Youth Authority facilities provide secure and transitional environments for youth who represent an unacceptable risk to the community.
- Facilities ensure public safety and accountability, and provide reformation opportunities to youth.

Close Custody Facilities

- Eleven facilities located in communities across Oregon.
- 950 beds.
- Range in size and operation.
- All provide a continuum of services.
- All prepare youth to return to the community with a lower risk to re-offend.

Population Served

- OYA facilities serve offenders ages 12-25 who have committed crimes prior to their 18th birthday.
- Offenders adjudicated in juvenile court and committed to OYA.
- Offenders committed to Department of Corrections who, due to their age, are placed in the physical custody of OYA.

Profile of OYA Close Custody Youth

- Close custody male facilities have a high proportion of sex offenders, with property offenders the second highest and person-to-person crimes the third highest.
- The proportions of male youth by ethnicity indicate Caucasian at the highest, with Hispanic the second highest and African American the third highest.
- Female population constitutes seven percent of the close custody offender population.
- Close custody female facilities have a high number of person-to-person offenders, followed by property offenders and drug offenders.

Close Custody Facilities

Eastern Oregon YCF

- Burns
- 50 beds
- Serves exclusively a male sex offender population

Hillcrest YCF

- Salem
- 180 beds
- Several different male offender profiles
- Intake for males who may be subsequently sent to any male statewide facility

MacLaren YCF

- Woodburn
- 295 beds
- OYA's largest facility
- Serves a variety of populations including sex offenders, older male youth and the majority of male DOC population

North Coast YCF

- Warrenton
- 50 beds (plus 25 scheduled to phase in with 2009-11 GRB)
- Serves a male population
- Focus on substance abuse issues

Oak Creek YCF

- Albany
- 75 beds
- Gender-specific facility providing intake and services for female youth

Rogue Valley YCF

- Grants Pass
- 100 beds
- Serves male youth with several different offense profiles, including sex offenders

Tillamook YCF

- Tillamook
- 50 beds
 - Exclusively serves a male sex offender population.

Transitional Facilities

Corvallis House Young Women's Transition Program

- Corvallis
- 25 beds
- Serves female offenders

Camp Florence

- Florence
- 25 beds
- Serves male offenders

Camp Tillamook

- Tillamook
- 25 beds
- Serves male offenders

RiverBend Facility

- La Grande
- 50 beds
- Serves male offenders

Youth Correctional Facilities Intake

OYA Risk/Needs Assessment

- Completed during intake at Hillcrest (males) and Oak Creek (females).
- Focuses on youths' criminogenic risks and needs.
- Administered to each youth within the first 30 days of OYA probation or close custody commitment.
- Provides the foundation for development of each youth's correctional case plan.
- The risk/needs information is categorized in the following areas or "domains":
 - Substance abuse
 - Criminal/delinquency history
 - Mental health
 - Employment
 - Education/school
 - Attitudes and beliefs
 - Use of free time
 - Aggression
 - Family/parenting
 - Social skills
 - Interpersonal relationships

Intake Assessments - KPM 6

Percent of youth who received an OYA Risk/Needs Assessment within 30 days of commitment or admission.

- ASSESS RISK - Improve the effectiveness of correctional treatment by assessing youth criminogenic risk and needs for reformation.

2007 Target	80%	2007 Actual	60%
2008 Target	85%	2008 Actual	72%
2009 Target	90%		

Facilities Measurement Processes (Three Major Contributors)

1. Performance Based Standards (PbS)

Defines 59 outcome measures that indicate performance toward meeting 30 standards derived from goals, one goal for each of the following components of facility operations:

- Facilities have been using PbS to monitor and enhance their practices and processes based on outcome measures for safety, security, education, treatment and programs, living condition and environment.
- Oak Creek had not incorporated PbS into their regular monitoring until February 2009 because it opened in 2008.

Youth-to-Youth Injuries - KPM 3a

Number of injuries to youth by other youth per fiscal year.

- YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.

2007 Target	20	2007 Actual	52
2008 Target	18	2008 Actual	37

Staff-to-Youth Injuries - KPM 4a

Number of injuries to youth by staff per fiscal year. 2006

- YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.

2007 Target	40	2007 Actual	12
2008 Target	3	2008 Actual	1

Suicidal Behavior - KPM 5a

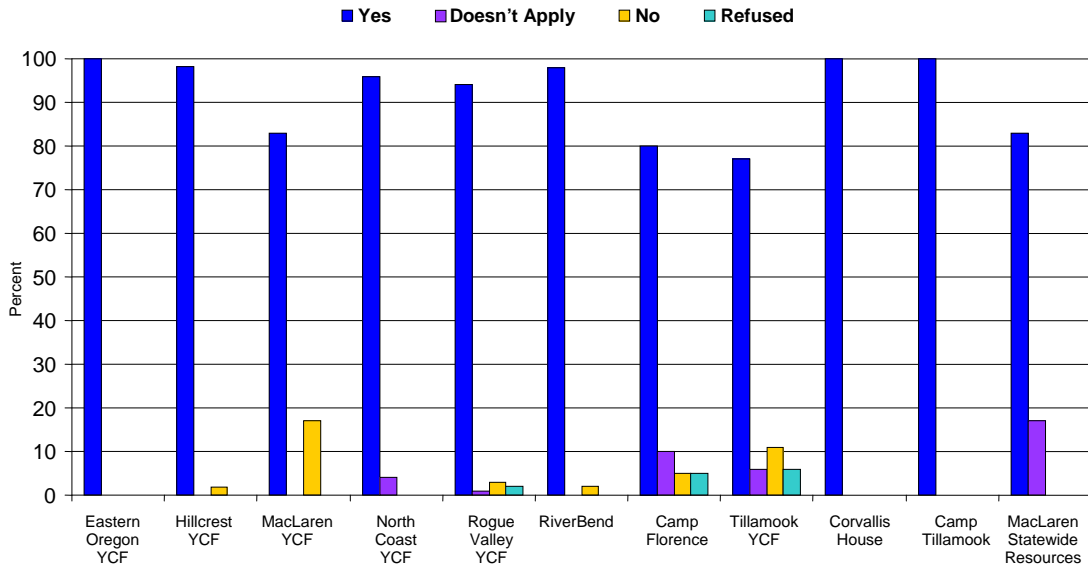
Number of youth with serious suicidal behavior, including attempts, during the fiscal year.

- YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.

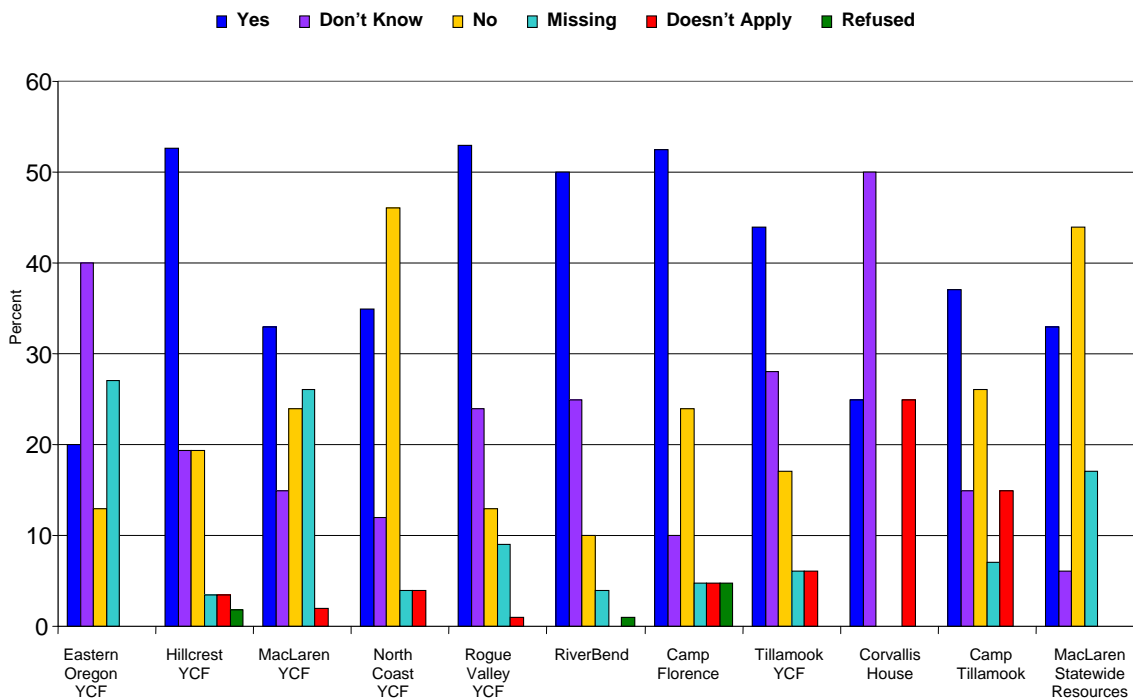
2007 Target	10	2007 Actual	7
2008 Target	8	2008 Actual	7

Facilities Measurement Processes
 Continued

PbS Youth Exit Survey
Know your treatment goals at facility



PbS Youth Exit Survey:
Parents/guardians participated in creation of aftercare/treatment plan



Facilities Measurement Processes
Continued

2. Correctional Programs Checklist (CPC):

- Provides detailed information on the key components of evidence-based programs with the intention that treatment managers use this information to enhance the effectiveness of the services they provide.
- Facilitates discussion among facility staff regarding areas in which individual units are operating consistent with research-based practices and in which areas improvements can be made.
- Incorporates an individualized, unit-based, 6- to 12-month action plan that will guide program enhancements.
- Sharing of information regarding evidence-based programs' effectiveness toward reduction of recidivism.
- As of June 30, 2008, approximately 91 percent of close custody facility units and 85 percent of contracted community residential programs met the CPC criteria.

Facilities Measurement Processes
Continued

3. Safety and Security Reviews

- Used a peer audit program to define standards for safety and security and test the effectiveness of, and compliance with, policies, rules and procedures in all OYA close custody facilities.
- Each facility is audited annually with development of action plans to enhance and eliminate deficiencies in security practices, policy change or to determine training needs.
- 2008 was the first year safety and security reviews were conducted.

Escapes – KPM 1

Number of escapes per fiscal year 2003

- YOUTH CUSTODY AND SUPERVISION – Maintain custody of youth admitted to facilities by preventing unauthorized exit.

2007 Target	10	2007 Actual	14
2008 Target	9	2008 Actual	4



**2009-11 Review Of Facility Operations
With Desired Outcomes Based on Findings**

**OYA Safety and Security Enhancement Project:
ACT (Accountability, Communication, Teamwork)**

To attain the desired balance of security, safety, and treatment, Facilities Operations recognized it needed to revise, create, train and incorporate policy and directives to increase consistency in operations throughout the department.

- Teams of management and multiple units of represented staff will create and develop proposals to enhance overall operations with all close custody facilities.
- Teams will use a project management-type approach, presenting proposals to OYA Cabinet for discussion, approval and implementation.

Operational issues to be addressed:

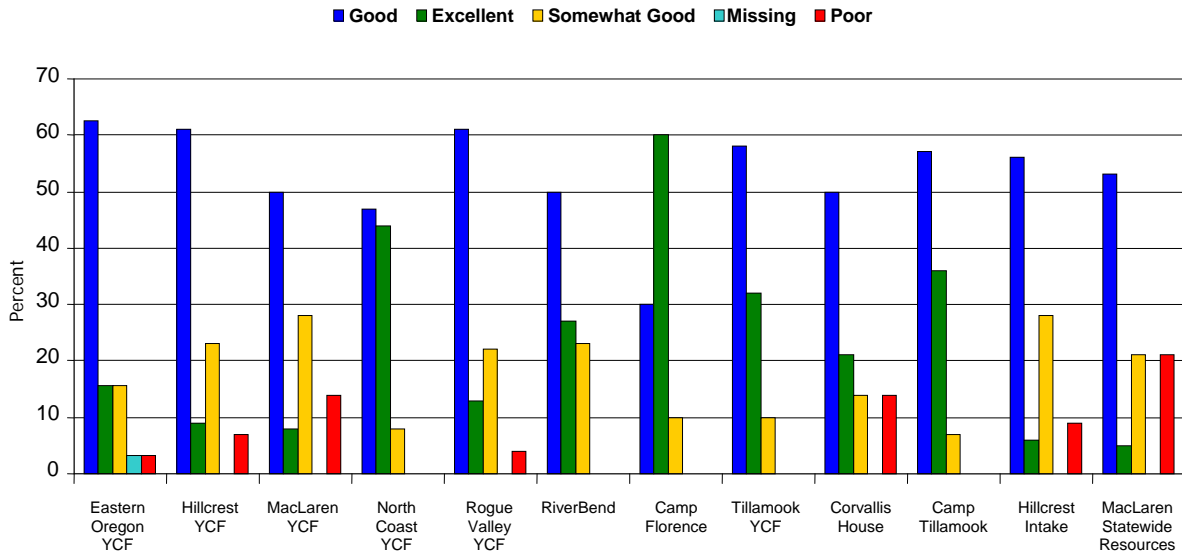
- Population management:
 - Multi-disciplinary teams.
 - Case reviews.
 - Special population strategies.
 - Review of the assessment process.
 - Placement of the right youth in the right bed and facility based on risk, treatment, program need, and case plan.
 - Parole officer, mentor reach-in availability based on county of commitment.
- Mental health environment:
 - To more effectively manage youth with mental health issues, establish a mental health unit within an existing facility to create a stimuli-free environment and therapeutic milieu.
- Female activities enhancement:
 - Transition house to be built adjacent to Oak Creek will create ability within OYA to do step-down programs.
 - Young women who are in transition to the community will have the opportunity to fully participate in mentoring
 - Readiness will be based on not just jobs and school, but also demonstrated community service and citizenship.
- Male youth activities enhancement:
 - Develop progressively challenging school, program, treatment, vocational and certification programs
 - Eliminate practice of placing youth in programs they have already completed because nothing else if available to better prepare them for transition.
- Staff sick leave policy development.
 - Collaborate with labor unions to help define policy.

**2009-11 Review Of Facility Operations
With Desired Outcomes Based on Findings**

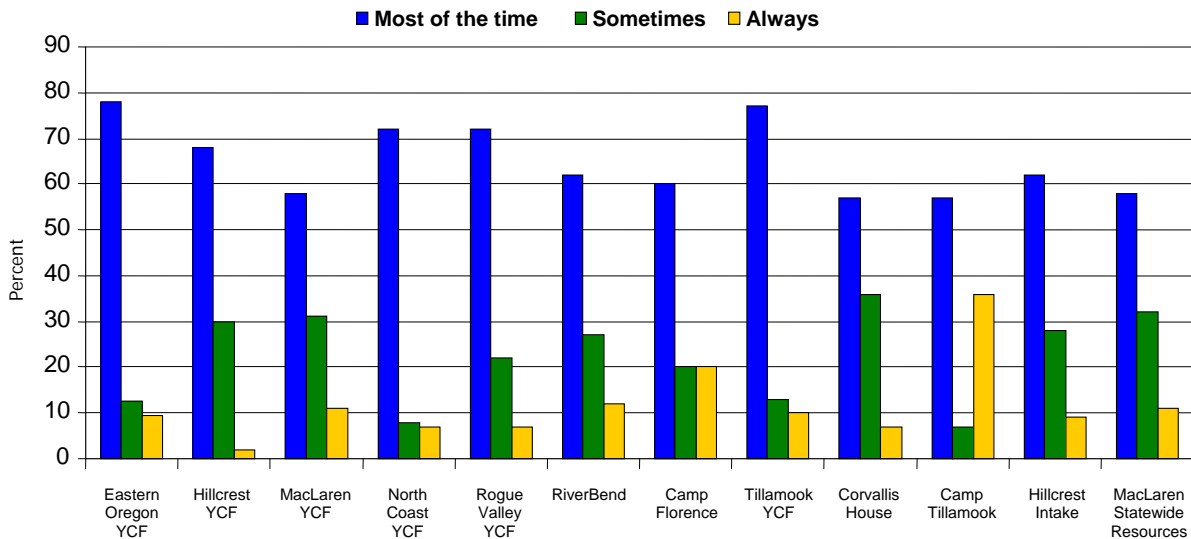
- Identify current staffing and deployment patterns based on needs.
 - Revise to better meet overtime reduction targets
 - Maintain critical staffing levels based on youth supervision and shift.
- Accountability guideline development for youth commensurate with level of behavior exhibited.
- Assure consistent policy and practice for facilities agencywide.
- Revision of policy and procedure for accountability with due process for youth and staff.
- Develop confinement removal policy, training, and equipment for staff safety and youth safety.
- Youth visiting and safety enhancement project.

2009-11 Review Of Facility Operations
 With Desired Outcomes Based on Findings

**PbS Staff Survey:
 How would you rate the safety policies and procedures at this facility?**

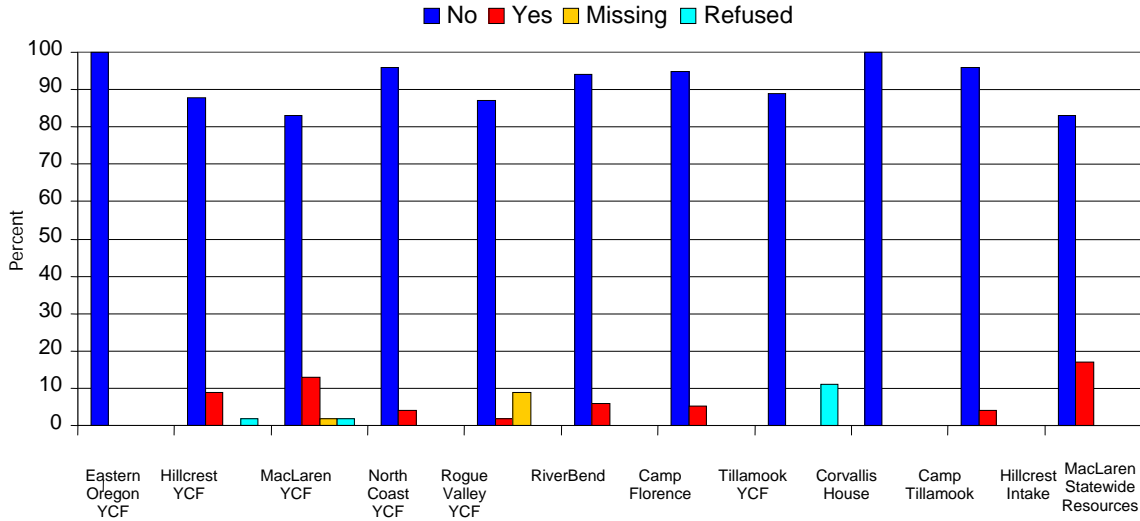


**PbS Staff Survey:
 How adequately does staff follow safety procedures in this facility?**

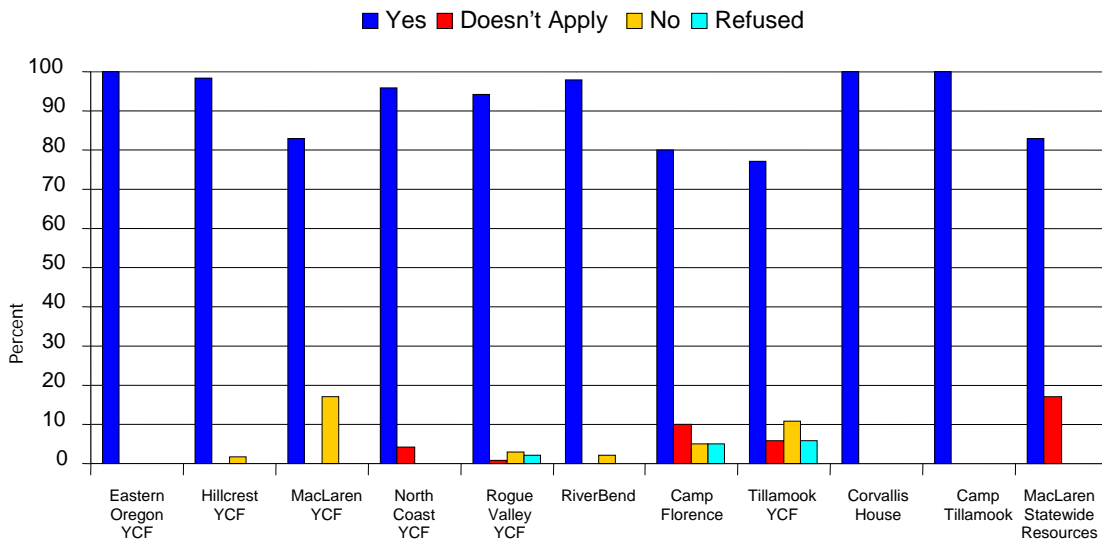


2009-11 Review Of Facility Operations
 With Desired Outcomes Based on Findings

**PbS Youth Survey:
 Did you fear for your safety during your stay at this facility?**



**PbS Youth Survey
 Do you know what your treatment goals were at this facility?**



Restructure and Alignment of Services in Facilities

Food Services

- Dedicate existing position for food service coordination.
 - Central procurement, oversight, and menu consistency for all facilities.
 - Budget savings through one consistent process and management strategy.

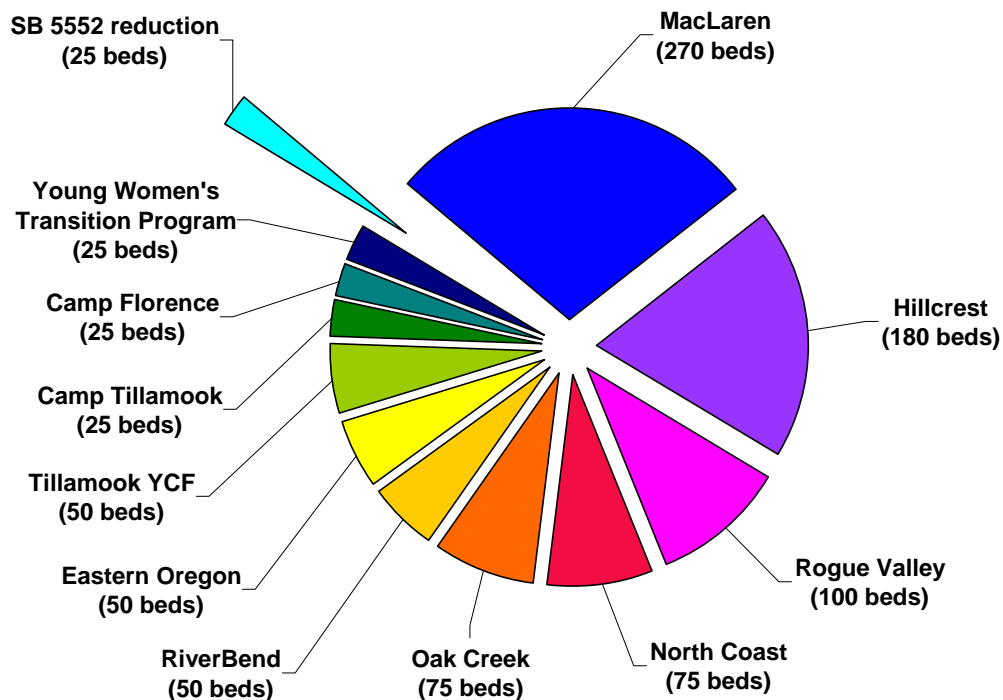
Health Services

- Dedicate physician as medical director for all facility medical care standards, needs and policies.
- Dedicate existing position for a lead nurse.
 - Consistent medication administration policies, training, and monitoring within all facilities.
 - Coordination of all nursing staff to standardize practice and application of policies and procedures.
 - Create a monitoring and audit system designed to eliminate health care deficiencies critical to standard of care and legal requirements.

Education

- Transfer education coordination with outside contractors and school liaisons to Program Services, and remove from facility superintendents.
 - Consolidate budget resources and programs based on money allocated to OYA for more consistent oversight and efficiency.
 - Create ability to serve more youth with fewer resources.

2009-11 Governor's Recommended Budget with SB 5552 Close Custody Beds



- SB 5552 reductions include the closure of two close custody living units at MacLaren YCF.
- SB 5552 establishes a structured 45- to 60-day treatment program for difficult-to-manage offenders.

Facility Services - \$167,009,622 Total Funds / \$156,233,002 General Fund

- 925 beds
- Youth Correctional Facilities (800 beds)
 - MacLaren YCF – 270 beds
 - Hillcrest YCF – 180 beds
 - Rogue Valley YCF – 100 beds
 - North Coast YCF – 75 beds (25 phased in)
 - Oak Creek YCF – 75 beds
 - Eastern Oregon YCF – 50 beds
 - Tillamook YCF – 50 beds
- Transition Programs (125 beds)
 - Work Study Programs – 75 beds
 - RiverBend Facility – 50 beds



CAPITAL BUDGETING

OREGON YOUTH AUTHORITY
2009-2011 GOVERNOR'S RECOMMENDED BUDGET PRESENTATION

Capital Budgeting

Facility	Sites	Number of Structures	State Beds	Oldest Buildings
Woodburn	MacLaren	42	300	1925
Salem	Hillcrest	17	254	1923
Burns	Eastern *	1	50	1997
Warrenton	North Coast *	2	75	1997
Grants Pass	Rogue Valley	2	100	1997
Albany	Oak Creek *	3	75	1997
Tillamook	Tillamook YCF	1	50	1996
	Camp Tillamook	2	25	1956
La Grande	RiverBend	6	75	1979
Florence	Camp Florence	2	25	1965
Corvallis	Young Women's Transition Program	1	25	1913
11 Facilities	Statewide	79	1,054	1913

* These facilities also have detention beds - Eastern has 10, North Coast has 20 and Oak Creek has 20 for a total of 1,104.

Property Condition

- The agency owns, operates and maintains 79 buildings at ten locations around the state.
- These buildings were constructed between 1913 and 1997 and have an estimated replacement value of more than \$187.4 million.
- The majority of these structures provide 24-hours-a-day, 7-days-a-week secure housing for youth offenders. The remainder is used for education, vocational training, recreation, administration, and support services.
- Major problem areas exist as the oldest buildings need substantial repairs and renovation.
- The agency has \$735,400 in the 2009-11 budget for capital improvements with \$8.6 million capital construction approved in HB 5006 during the Regular 2007 Legislative Session for 2007-09 and 2009-11.
 - The Go Oregon stimulus package in SB 338 approved \$9.2 million in Certificates of Participation (COP) funds designated for Oregon Youth Authority projects.
 - The majority of the project will address youth and staff safety and security or energy efficiency.
- During 2007, the agency hired DLR Group to provide an assessment of 50 separate structures across ten different sites.
 - The study covered capital maintenance repairs that are immediately evident together with anticipated replacement costs for building systems that are expected to reach the end of their useful life over a 30-year period.
 - Immediate needs were directly attributed to the overall age of each building and its associated components.
 - DLR identified more than \$16 million of deferred maintenance needing immediate attention.
 - OYA has been able to address some of these issues through \$8.6 million of COPs approved in 2007 and the additional funding from SB 338.
- In October 2008, the agency hired Beaman Architecture, an architectural and engineering firm, to complete a more comprehensive assessment of Corvallis House, one of OYA's two oldest buildings. Corvallis House accommodates the Young Women's Transition Program.
 - The study indicated that, to renovate the existing facility, the agency would need to spend approximately \$5 million.
 - In contrast, building a new structure in a new location would cost approximately \$2.8 million.
 - The construction of a new transition program located in Albany at Oak Creek Youth Correctional Facility is one of the SB 338 projects.

Facilities Maintenance – Construction

State Stimulus Projects – SB 338

The Legislature approved a stimulus plan (SB 338 and SB 5562) that consists of additional bonding authority and corresponding capital construction expenditure limitation for a six-year period.

- The Legislature's economic stimulus package is designed to create and sustain local construction jobs throughout the state as quickly as possible.
- Agencies were asked to send a list of high-priority projects, including deferred maintenance or new construction, that are ready to proceed except for the lack of funding.
- OYA submitted a list that totaled \$9,225,863. The projects consisted of:
 - Central control room renovation projects - \$1,312,500.
 - Agencywide HVAC renovation and repair - \$165,750.
 - Appliance replacement – \$237,008.
 - Rogue Valley fire barrier/perimeter fence road - \$31,250.
 - RiverBend Facility sewage lagoon repairs and effluent irrigation expansion - \$123,125.
 - Hillcrest – Zeta Living Unit renovation - \$824,172.
 - MacLaren campus gas HVAC conversion - \$662,500.
 - MacLaren deferred maintenance - \$1,000,796.
 - Hillcrest deferred maintenance – \$1,118,089.
 - Oak Creek fire barrier/perimeter fence road - \$31,250.
 - Hillcrest gymnasium renovation - \$50,830.
 - Hillcrest high school interior repaint and asbestos floor replacement - \$300,000.
 - MacLaren high school interior repaint and asbestos floor replacement - \$300,000.
 - Tillamook school house construction completion - \$1,220,631.
 - Young Women's Transitional Program (Corvallis House Replacement) new construction at Oak Creek. - \$1,847,962 (from stimulus package toward total of \$2.8 million).

Outcomes

- Capital construction funds will enable OYA to address deferred maintenance that endangers youth and staff health, and safety and security needs.
- This investment protects the state's capital assets.
- These capital projects address the need for energy efficiency and improvements to the older facilities which will increase energy efficiency.
- Maintain and create local jobs throughout the state.

Key Performance Measures

SB 338 links to the agency's Key Performance Measures for public safety and safe environments. With safe, secure and well maintained structures, staff can maintain a level of control and security necessary in the youth corrections environment.

KPMs Impacted:

- Public Safety
 - Completed Escapes (KPM 1)
- Safe Environments
 - Youth-to-Youth Injuries (KPM 3)
 - Staff-to-Youth Injuries (KPM 4)

Ensuring Successful Package Implementation:

- All capital budget-related contracts will include penalties for not meeting agreed-upon completion timelines.
- State Facilities manager will be the contract administrator on all capital budget-related contracts. Construction quality will be closely monitored with detailed information compiled for a full report to the 2011 Legislative Assembly.
- Energy usage reduction resulting from capital improvements will be tracked and measured with a full report on achievements to date during the 2011 legislative session.
- Job creation requirements of SB338 will be tracked and reported to the Department of Administrative Services.

Fiscal Impact:

Capital Construction

- Other Funds of \$4,400,000, proceeds from the sale of Certificates of Participation (COPs) will be used to finance construction and deferred maintenance in the 2009-11 biennium. Sale of COPs are anticipated for Fall 2009.

Debt Service

- General Fund of \$381,752 for COP debt payment was added for 2009-11 biennium.

Capital Budgeting \$735,400 Total Funds \$735,400 General Fund

Debt Service \$7,653,121 Total Funds \$7,653,121 General Fund



PROGRAM SUPPORT

Program Support

Program Support describes OYA's infrastructure designed to serve those who are serving youth.

It comprises the Director's Office, Program Office and Business Services.

The Director's Office

The Director's Office provides:

- Overall leadership, direction, and management of the agency.
- External and internal communications.
- Coordination with partners, including those working to prevent juvenile crime.
- Leadership in the provision of culturally competent services including the development of curricula and training.
- Internal audit.
- Assurance of staff and contractor professional standards.
 - Through a comprehensive system of receiving and responding to complaints by youth, families, and staff.
 - By conducting safety surveys of youth every six months.
 - By conducting safety and satisfaction surveys of youth and families at commitment termination.

Program Office

The Program Office provides support to OYA, particularly Facility Services and Community (parole/probation) Services, through:

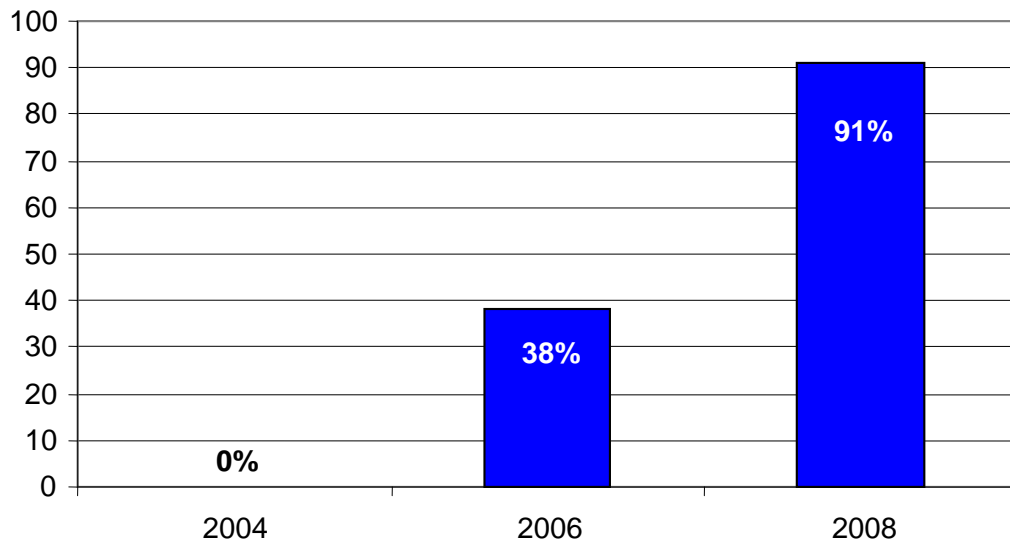
- Rule and policy coordination.
- Quality assurance monitoring through regular reviews.
- Clinical leadership in the implementation of facility treatment services.
- Facility educational and vocational programming for older offenders.
- Oversight and technical assistance for residential treatment and youth offender foster care.
- Training for agency staff and juvenile justice partners in areas of safety, security, and evidence-based treatment.
- Coordination of agency key performance measure reporting.
- Program support for federal and other revenue sources.

Program Office
Continued

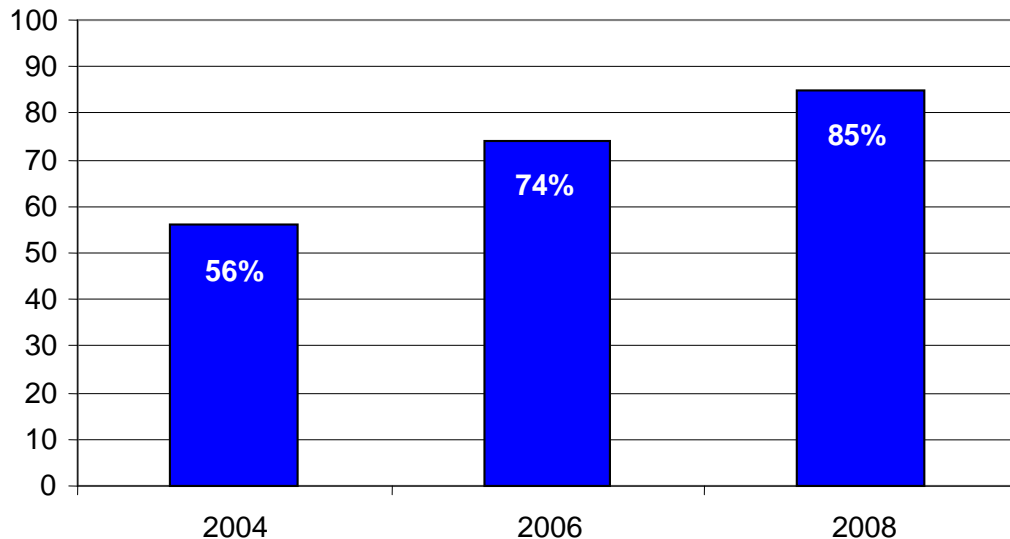
Quality assurance monitoring through regular reviews

- The agency uses the Correctional Program Checklist (CPC) to monitor how well facility treatment units and contracted provider programs adhere to the Principles of Effective Correctional Intervention:

OYA Facility Units/Programs Meeting CPC Criteria



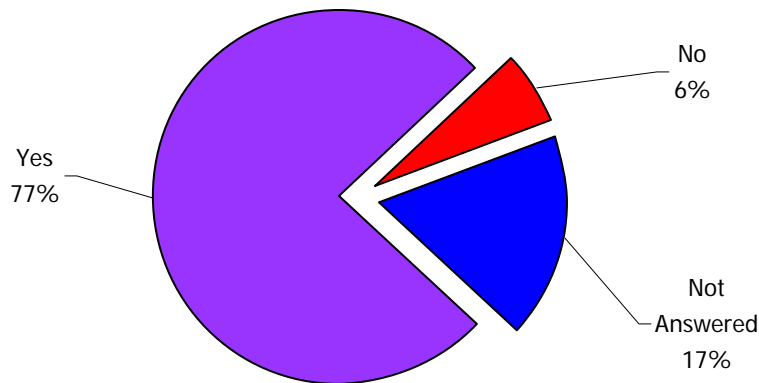
Contracted Residential Programs Meeting CPC Criteria



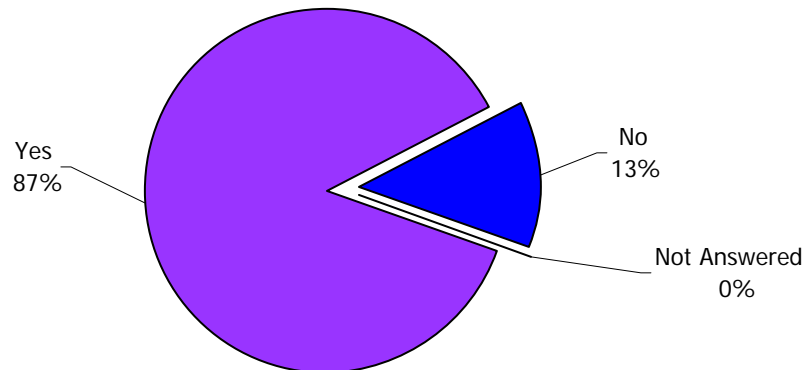
Program Office
Continued

In addition to facilitating close custody quality assessments/improvements, youth safety and services in community placements are also monitored by Program Office staff

Do you understand your treatment/service plan goals?



Have you learned new skills at this program? For example anger management or social skills?



(Sample questions from youth service survey)

SOURCE: 2008 BI-ANNUAL PROVIDER SERVICE YOUTH SURVEY

Program Office
Continued

Clinical leadership in the implementation of facility treatment services

- The clinical services section provides staff support and technical assistance in the implementation of new treatment curricula.

Facility Evidence-Based and Evidence-Informed Treatments

Treatment	Target	Facilities
Changing Offender Behavior, Part I & II	All male youth	All facilities
Cannabis Youth Treatment/Motivational Enhancement Training	Youth with history of substance abuse or at risk for such	All facilities
Aggression Replacement Training	High risk youth with history of aggression and violence	All facilities
Skills Streaming	Youth with pro-social skill deficits	All facilities
Seeking Safety	Substance abusing youth with PTSD	Oak Creek, Hillcrest-pilot, MacLaren-pilot
Street SMARTS	Gang involved youth or at risk for gang activity	All facilities
Dangerous Use of Fire	Youth adjudicated for fire-related crimes	All facilities
Coping with Stress	Youth at risk for depression	All facilities
Pathways to Self Change and Discovery	Youth at high risk to reoffend due to substance abuse	All facilities
Dialectical Behavioral Therapy	All female youth	Oak Creek
Girls Circle	Female youth	Oak Creek
Relapse Prevention Training for Youth with Sex Offending Behaviors	Youth who are nearing release from close custody	RiverBend-pilot
Independent Living	Youth with independent living skill deficits nearing parole	RiverBend -pilot, Camp Florence-pilot
Sex Offender Treatment	Youth adjudicated for sex offenses	All facilities
Revised OYA Sex Offender Curriculum	Youth adjudicated for sex offenses	MacLaren, Tillamook YCF-pilot

Program Office
Continued

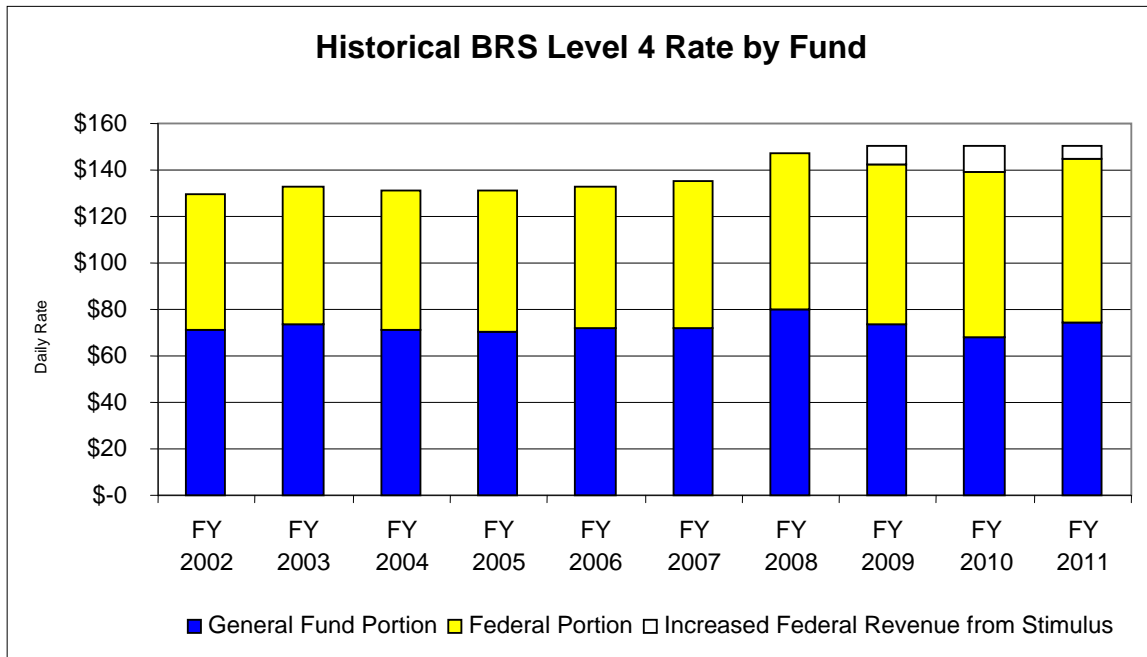
Facility educational and vocational programming for older offenders

- In the 2009-11 budget, OYA assumes from the Oregon Department of Education responsibility for providing vocational and education programming for older offenders.

Biennium	Agency	Older Offenders Served	Funding
2007-2009	Oregon Department of Education	205 Daily	\$4.3m
2009-2011	Oregon Youth Authority	195 (projected) daily	\$2.2m GRB

Oversight and technical assistance for residential treatment and youth offender foster care

- OYA community resources staff and OYA certifiers provide assistance, support and oversight to foster care providers and to a network of Behavioral Rehabilitation Services (BRS) residential treatment providers.



NOTE: OYA's payment rate does not pay providers for the total cost of services. Providers must fund raise to make up the difference.

Program Office
Continued

Training for agency staff and juvenile justice partners in areas of safety, security, and evidence-based treatment

- The OYA Training Academy provides or arranges for training for OYA staff, juvenile department personnel, and OYA-contracted residential treatment providers

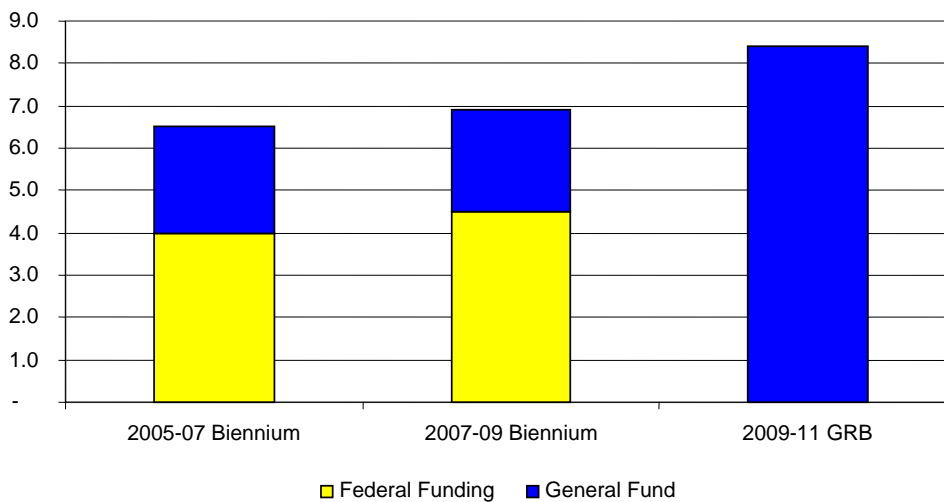
OYA Training Academy: Sample of numbers trained in 2008	
General Trainings	565
OSHA/OYA Annual Mandates	727
Training Initiatives	1,015
EBI: Curriculum/Treatment Training	480

Program Office
Continued

Federal and other revenue sources

- The agency receives federal and other revenue from sources such as child support, Social Security and Medicaid.
- Final federal rule eliminates juvenile justice , probation and parole employees from the definition of Targeted Case Management
- Rule is currently under a moratorium until June 30, 2009 but indications are that it will not be finalized
- At stake in 2009-2011: \$6.3 million FF/Medicaid (backfilled in EBL)
- The Governor's Recommended Budget includes Other Fund revenue collections from child support and SSI/SSD estimated at \$6.6 million.

Federal Targeted Case Management Funding
(in millions)



Coordination of agency Key Performance Measures reporting

- Overview of OYA's KPMs is located in Appendix 2.

Business Services

Business Services comprises centralized administrative support functions:

- Accounting, Payroll, and Purchasing.
- Budget development and execution.
- Contract solicitation, development, and negotiation.
- Human Resources including recruitment, personnel matters, labor negotiations, affirmative action, and safety.
- Facility Maintenance.
- Information Systems including research support of the Juvenile Justice Information System (JJIS) state-county partnership.

JJIS is a national model that provides:

- A shared vision and partnership of all 36 Oregon counties and the Oregon Youth Authority.
- A source of reliable, consistent, comparable information; statewide and by county.
- A foundation for planning, development, and evaluation focused on the core purpose of reducing juvenile crime.
- Support for assessments, case plans and tracking services and the progress of individual youth.
- High quality, annual reports of:
 - Youth and referrals to juvenile departments.
 - Secure detention.
 - Recidivism.
 - Restitution and community service.
 - Demographic data.

Agencywide expenditures administered centrally include:

- Intergovernmental service charges (Secretary of State audits, DAS assessments).
- Tort and property insurance premiums.
- Unemployment insurance.
- Attorney General services.
- Other agencywide charges

Business Services
Continued

Business Services Performance Measures

- Accounting
 - Annual Gold Star award for timeliness with CAFR activities.
 - Percent of allotment plans submitted to BAM timely.

- Payroll
 - Number of overpayments per month.
 - Amount of dollars overpaid.
 - Percent of termination checks paid within dates required by BOLI.
 - Percent of timekeepers trained by Central Payroll staff prior to entering time into OSPA.

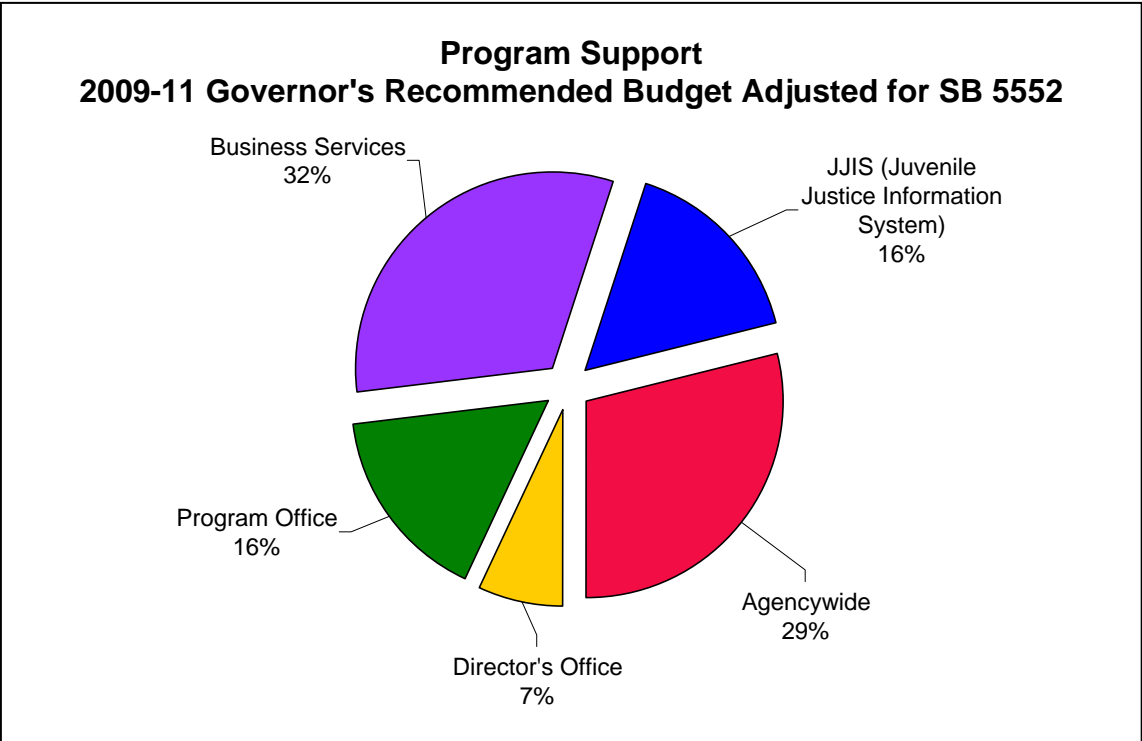
- Human Resources
 - Percent of employees in the workforce who are:
 - Women.
 - Persons Of Color.
 - Disabled.
 - Percent of adjudicated claims upheld – BOLI, EEOC and Torts.
 - Percent of disciplinary actions preserved as issued.

- Information Technology
 - Number of customer-related problems in the first 90 days of an application deployment.
 - Percent of application development projects completed on time.
 - Number of network intrusions or viruses.
 - Percent of calls for desktop assistance that fall outside the target of 4 hours response time.

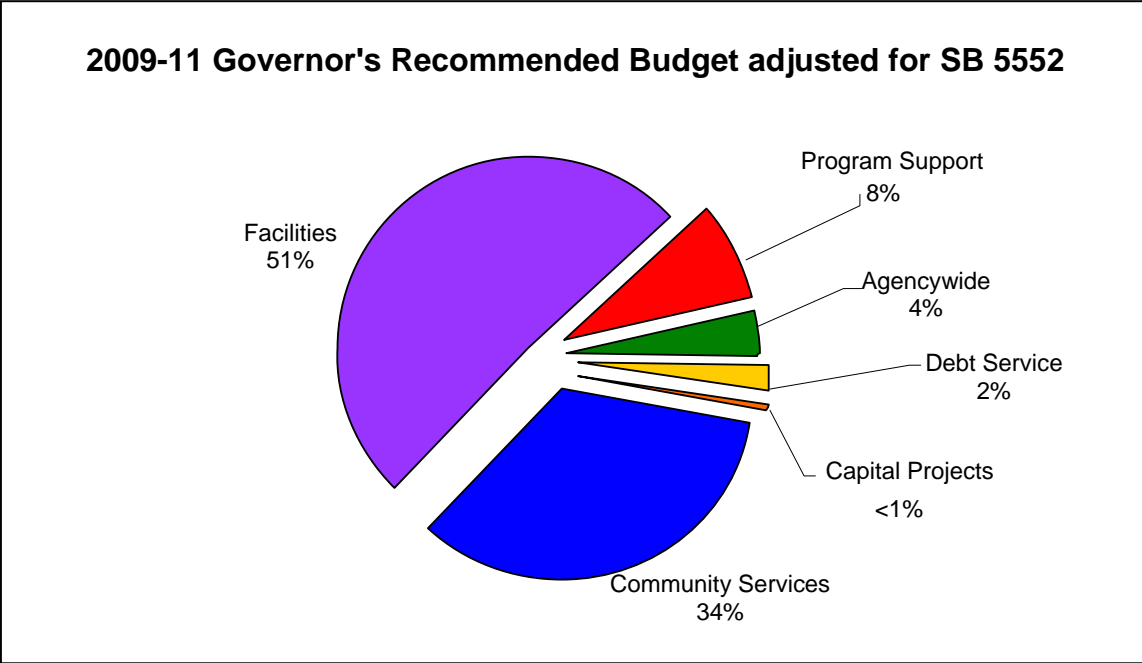
- Procurement
 - Percent of managers who attended procurement-related training.
 - Percent of procurement staff holding a state and/or national certification.
 - Average number of days for contract staff to develop contracts.

- Facilities
 - Timely completion of work orders.
 - Work is prioritized based on safety, security, health, welfare and customer requests.

**Program Support
 2009-11 Governor's Recommended Budget**



Program Support:	\$27,450,474 Total Funds	\$26,589,887 General Fund
Agencywide:	\$11,341,253 Total Funds	\$11,266,253 General Fund





APPENDIX

OREGON YOUTH AUTHORITY
2009-2011 GOVERNOR'S RECOMMENDED BUDGET PRESENTATION

Appendix

- 1 Oregon Youth Authority 2007 Demand Forecast
 - 2 Overview of Key Performance Measures
 - 3 Key Performance Measures Agency Management Report
 - 4 Governor's Recommended Budget 20 Percent Reduction
 - 5 Governor's Recommended Budget 20 Percent Reduction Options
as adjusted by SB 5552
 - 6 East Metro Gang Enforcement Team (EMGET) Semi-Annual Progress Report
 - 7 Multnomah County Gang Transition Services (GTS)
 - 8 Priorities
 - 9 Legislative Responses
 - 10 Department of Education (YCEP) Legislative Fiscal Office Recommendations
 - 11 System Improvement Project
 - 12 Partnerships Matter
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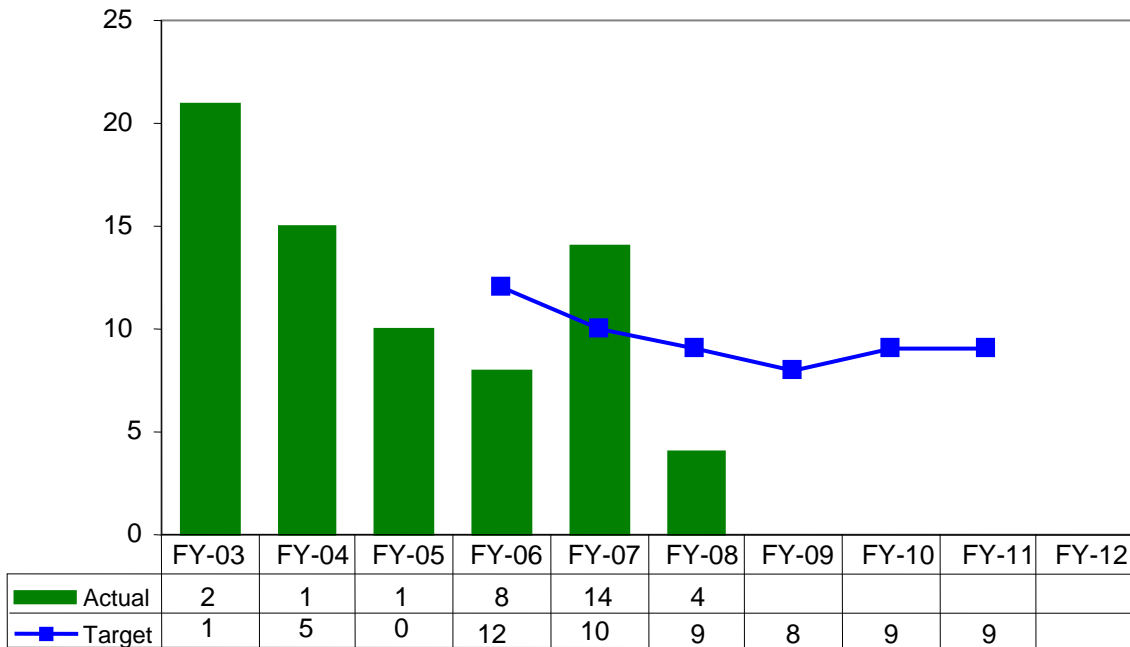
OVERVIEW OF KEY PERFORMANCE MEASURES

Completed Escapes - KPM 1

OYA has two levels of security in its facilities.

- The expectation is zero escapes from youth correctional facilities.
- Transition facilities have higher potential risk for escape:
 - Supervised community work.
 - Academic activities.
 - Females more likely to abscond than males from transition programs.
- KPM measures number of completed escapes, walkaways and AWOLs per fiscal year.
- OYA was significantly below target in 2006 and 2008 (33 and 55 percent respectively), and 40 percent above target in 2007.

Completed Escapes

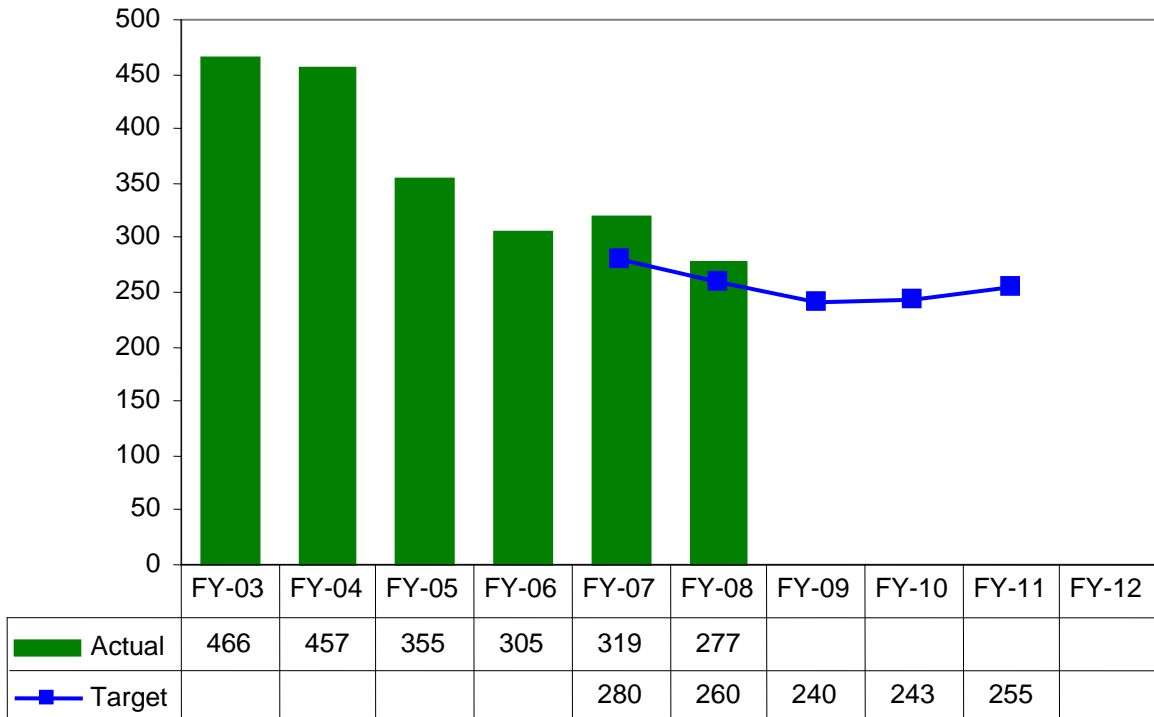


Runaways - KPM 2

Community providers accommodate more than 600 youth in contracted residential programs, proctor homes and foster care. Unauthorized absences from these placements are considered runaways.

- Community providers missed the target in 2007 and 2008 by 14 and 6 percent, respectively.
- The overall trend, however, is decreasing from a recent peak of 466 in FY-03 to a low in FY-08 of 277.

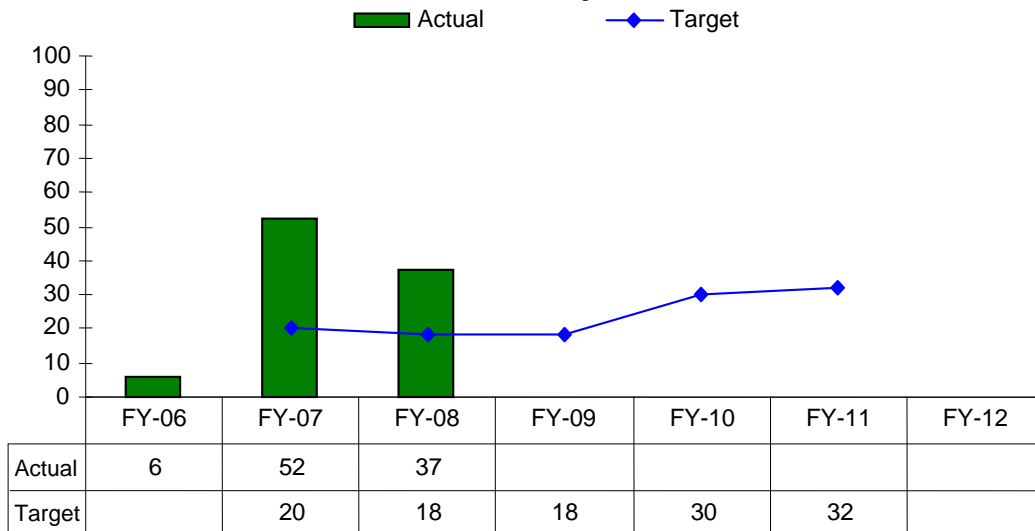
Runaways



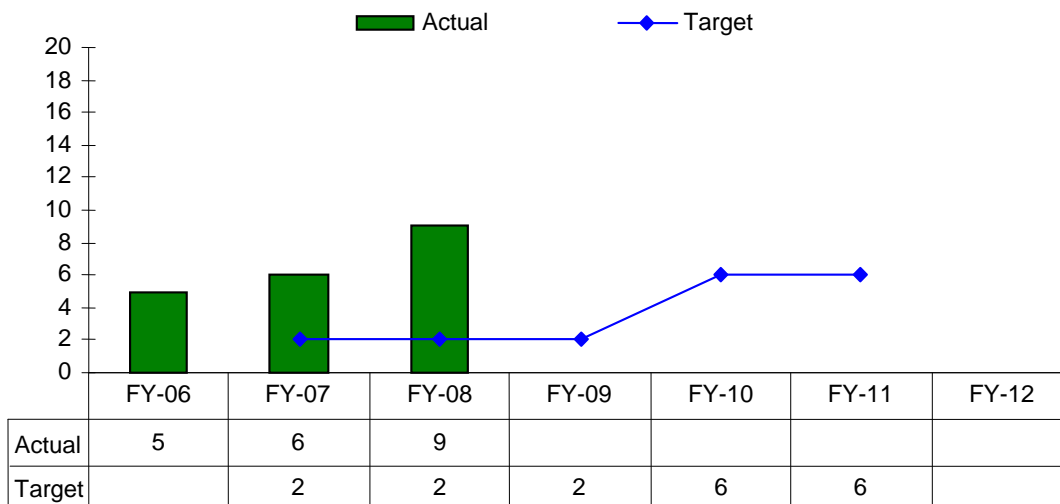
Youth-to-Youth Injuries - KPM 3

- Number of injuries to youth by other youth per fiscal year.
- Definition of qualifying events was expanded in FY-07.
- Qualifying events involve two youth under OYA supervision, one injuring the other, and can be recreational or assaultive.
- Injures are defined as instances in which a youth is hurt and requires medical attention beyond routine first aid.
- Although significantly over target, incidents in facilities decreased from 52 to 37 between 2007 and 2008.
- In the field, the number of incidents was over the target (n=2) at six in FY-07 and nine in FY-08.

Youth-To-Youth Injuries - Facilities



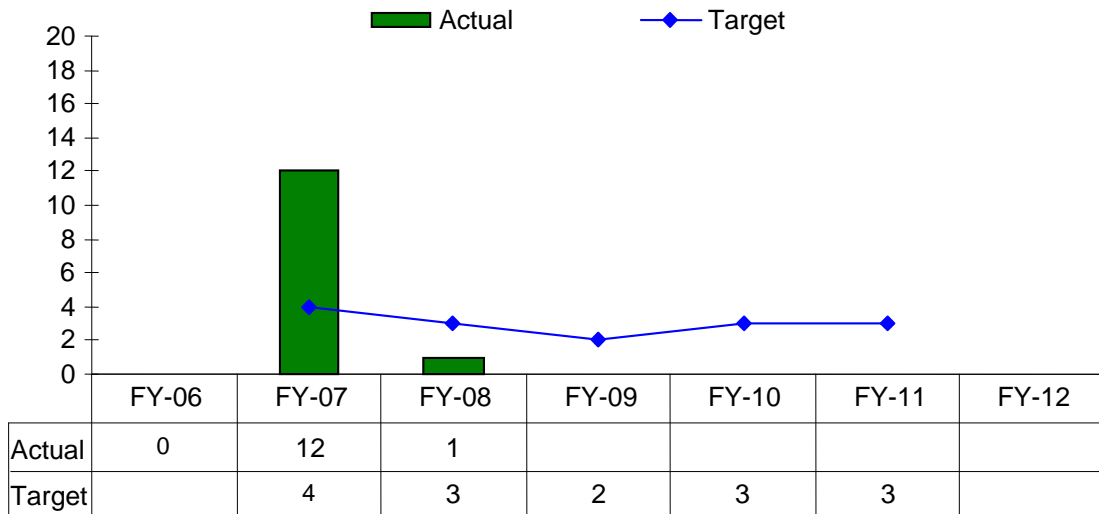
Youth-To-Youth Injuries - Field



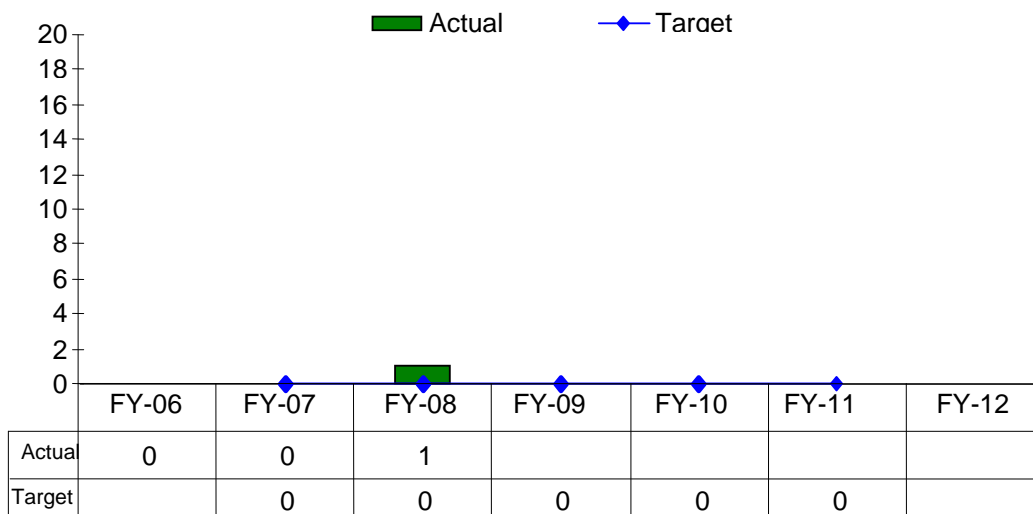
Staff-To-Youth Injuries - KPM 4

- Number of injuries to youth by staff per fiscal year.
- Reflects environments and culture that value positive communication, non-violent conflict resolution and respect for self and others.
- Definition of qualifying events changed in FY-08 to add consistency.
- Qualifying events include instances in which a youth is hurt and requires medical attention beyond routine first aid.
- Although over target, incidents in facilities decreased from 52 to 37.
- In the field, the number of incidents was over the target.

Staff-To-Youth Injuries - Facilities



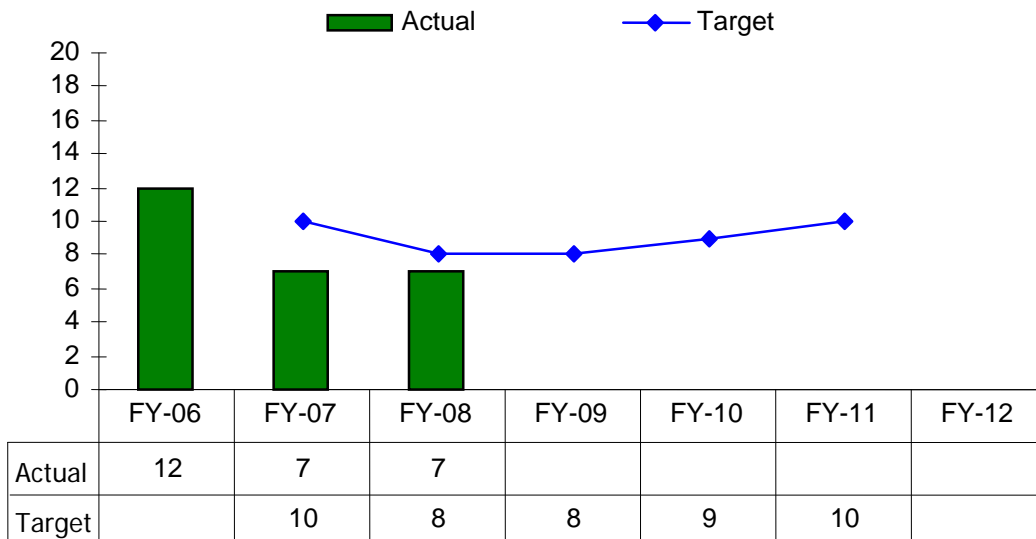
Staff-To-Youth Injuries - Field



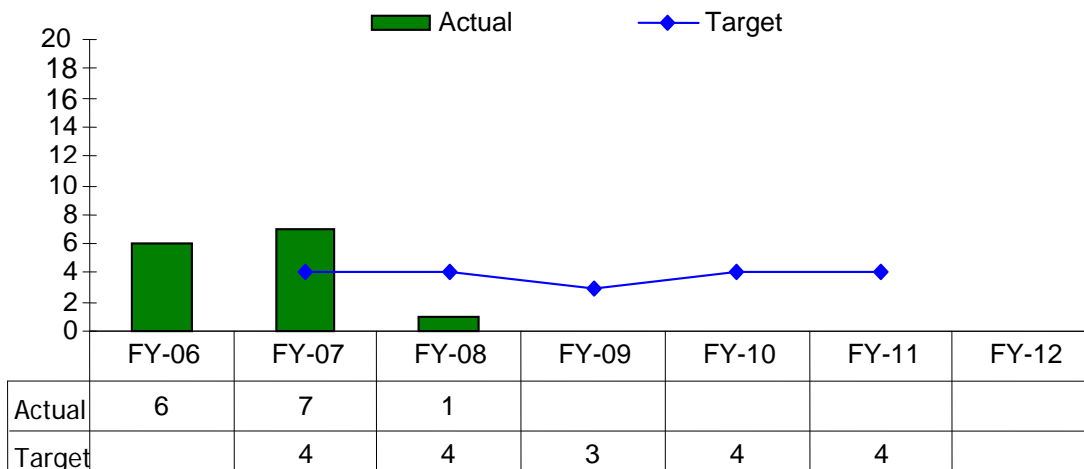
Suicidal Behavior - KPM 5

- KPM 5 measures the number of attempted suicides during the fiscal year.
- Youth placed in youth correctional facilities have a high risk of suicidal behavior.
- Risk is elevated among youth with histories of substance abuse, mental illness and previous suicidal behavior.
- The transfer of girls to Oak Creek Youth Correctional Facility precipitated several suicide attempts. In August 2008, a national expert reviewed the facility, policies and procedures. Actions were initiated to mitigate risks.
- In facilities, OYA was below the anticipated number of suicidal gestures by 30 percent (n=7) and 12.5 percent (n=7) in 2007 and 2008, respectively.

Suicidal Behavior - Facilities

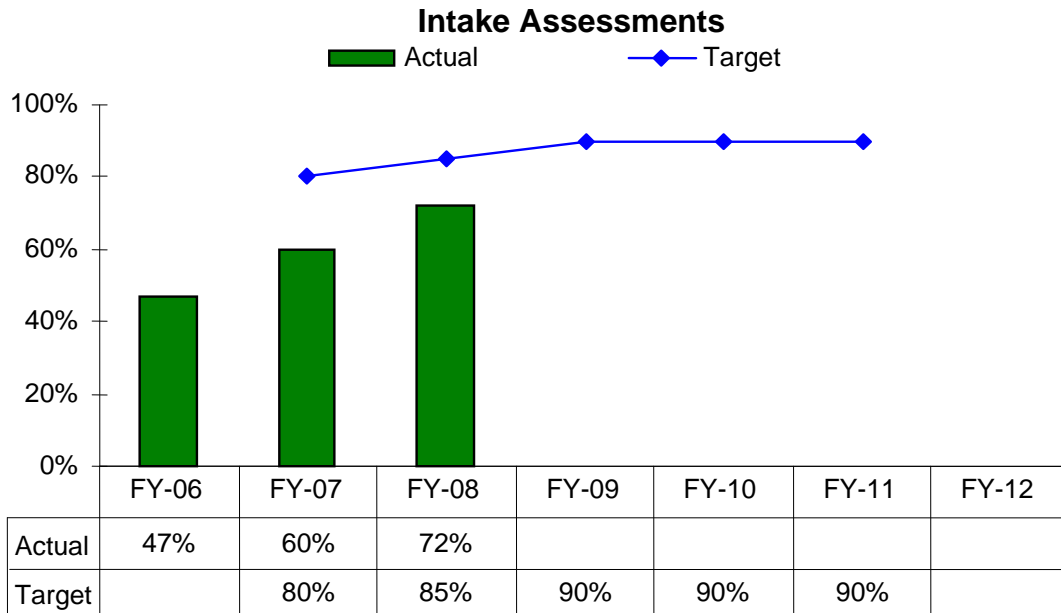


Suicidal Behavior - Field



Intake Assessments - KPM 6

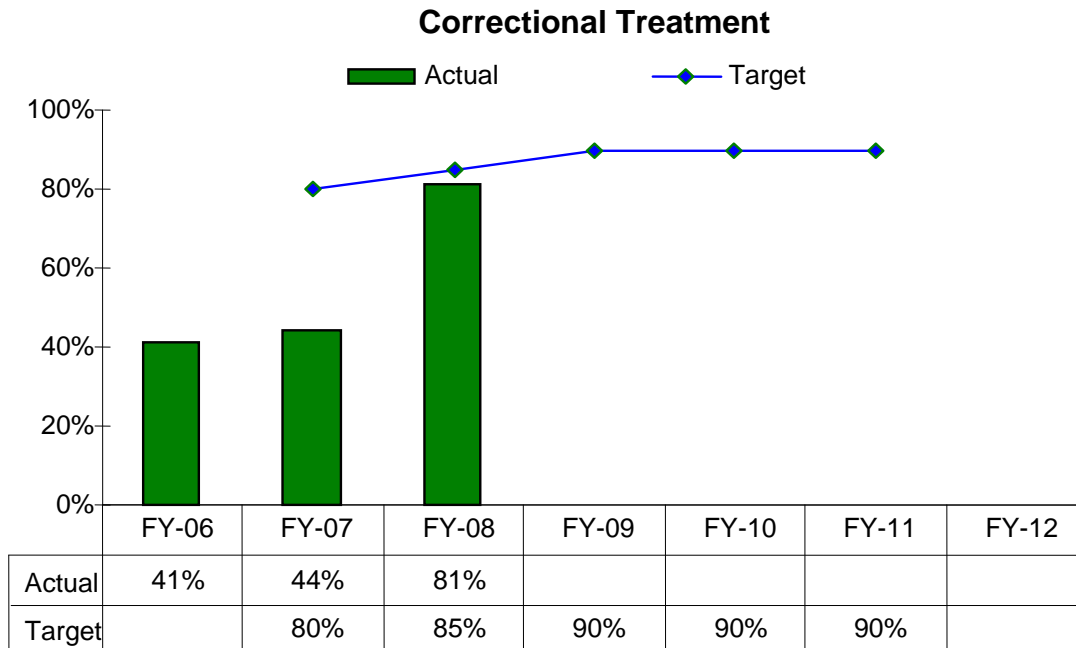
- KPM 6 measures the percent of youth who received an OYA Risk Needs Assessment within 30 days of commitment or admission.
- Offender reformation begins at intake to probation or a facility, when each youth's risks and needs are assessed.
- Results reveal factors that contribute to each youth's criminality.
- OYA has not yet reached its target, but the percentage increase of assessments completed in the last three years is steadily rising from 20 percent short of the target in 2007 to just seven percent shy of goal in 2008.
- Improves the effectiveness of correctional treatment by assessing youth criminogenic risk and needs for reformation.



Correctional Treatment - KPM 7

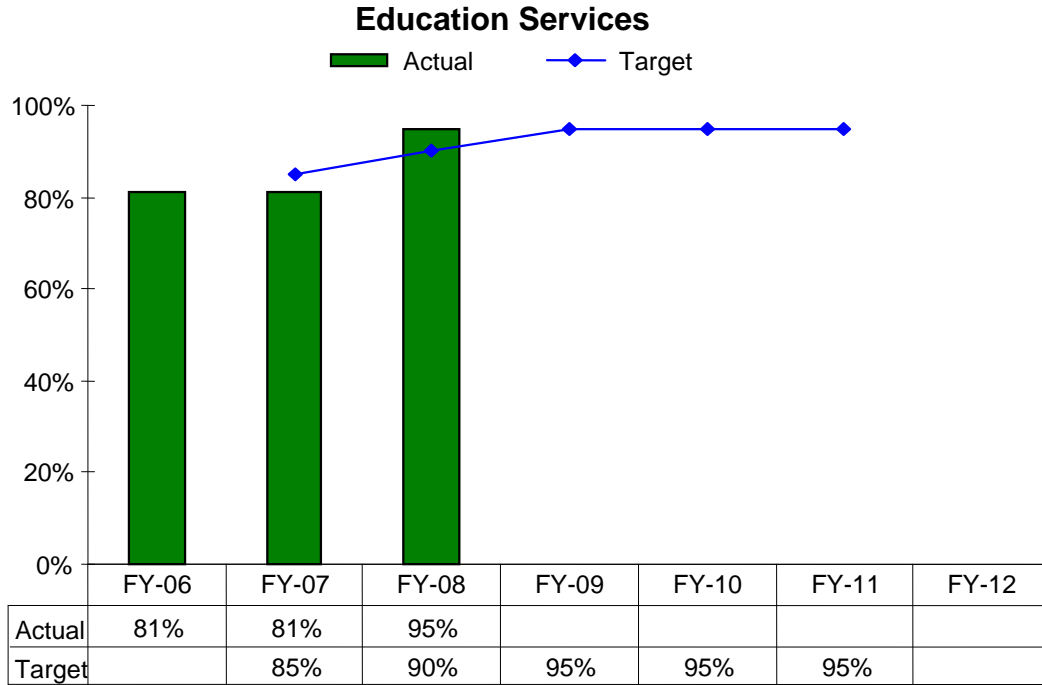
Using the results of the OYA Risk/Needs Assessment, case plans are built that mitigate the factors that put the youth at risk for committing crimes in the future.

- Case plans are based on these Principles of Correctional Intervention:
 - Assessing youth offender risks and needs.
 - Providing services that take into account factors affecting how individual youth offenders respond to treatment.
 - Targeting treatment to risk level.
 - Using cognitive behavioral and social learning approaches in treatment services.
 - Planning for community reintegration.
 - Recognizing cultural needs of youth offenders.
- KPM 7 establishes aggressive targets for completion of case plans within the window of 30 days from commitment.



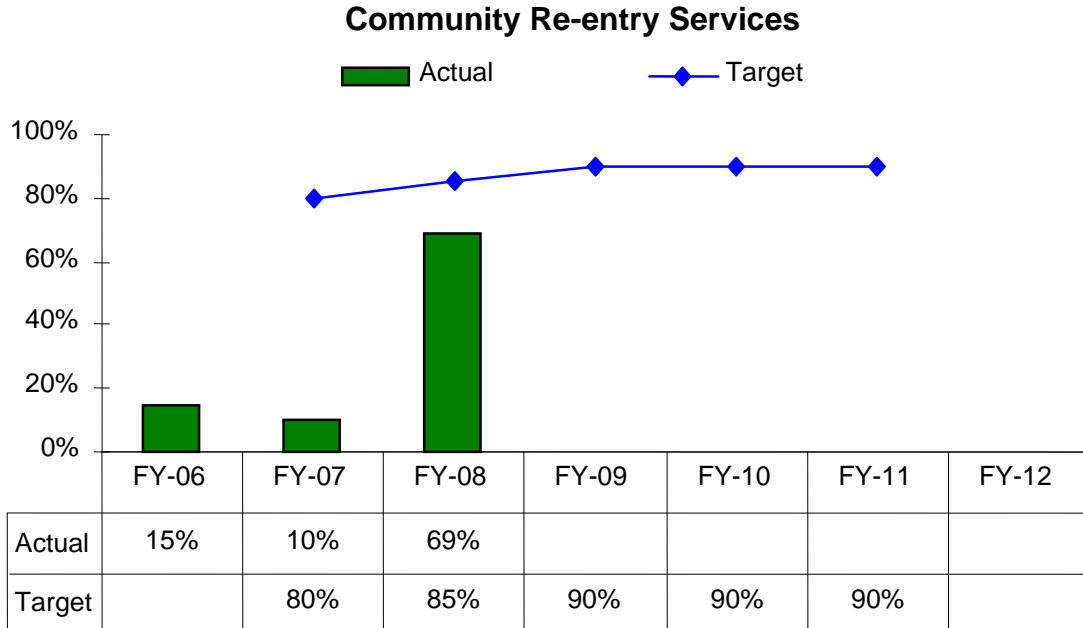
Education Services - KPM 8

- Measures percent of youth committed to OYA for more than 60 days whose records indicate that they have received the education programs prescribed in their case plan.
- Appropriate educational programs have been shown by research to have a positive impact on reducing future criminal behavior.



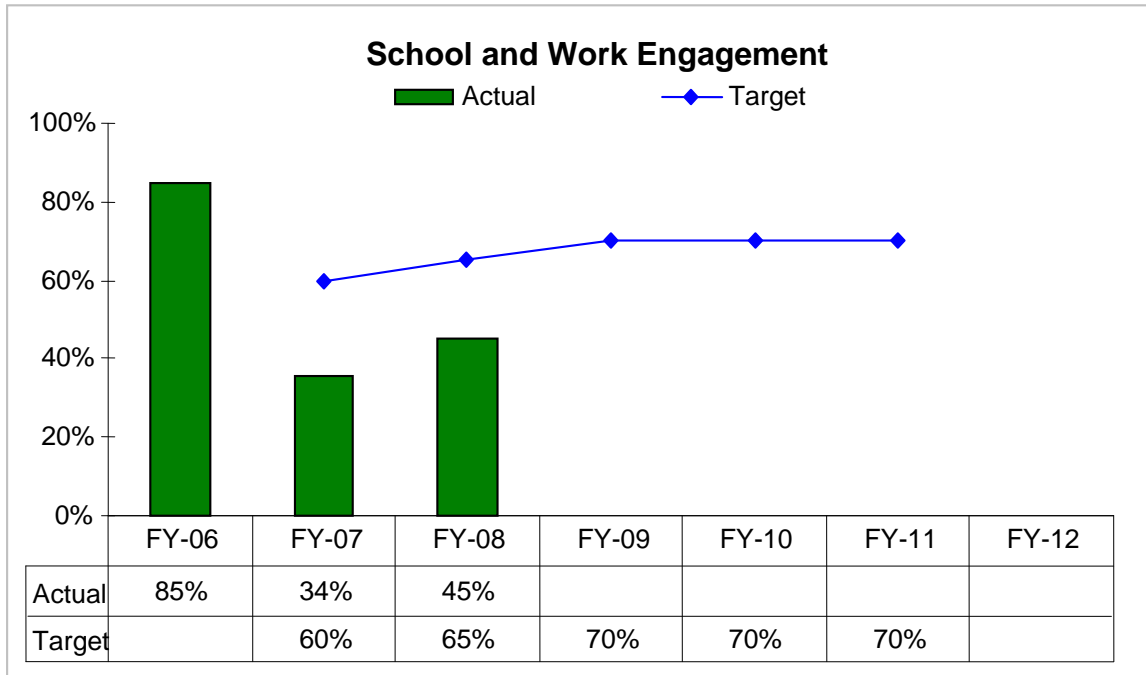
Community Re-entry Services - KPM 9

- KPM 9 measures the number of youth released from close custody during the fiscal year who are receiving transition services defined in the case plan.
- Transition planning begins when a youth's case plan is created.



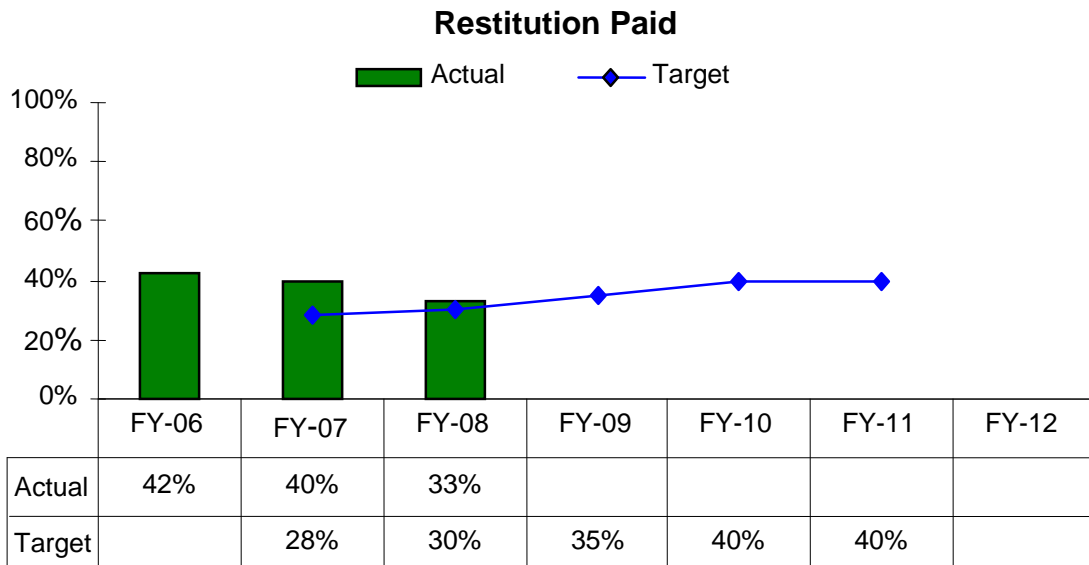
School and Work Engagement - KPM 10

- KPM 10 indicates the percent of youth on parole who are engaged in school, work, or both within 30 days of placement.
- Youth engagement in work or school has a considerable impact on decreasing the likelihood that youth will commit additional crimes.



Restitution Paid - KPM 11

- KPM 11 measures the amount or percent of restitution paid during the fiscal year.
- OYA exceeded the 2008 target, although the percentage of restitution paid decreased from the last reporting period.
- The agency continues to face a number of challenges on this measure, including a youth's ability to earn or access funds to pay restitution.
- It is OYA's responsibility to ensure that court-ordered sanctions are fulfilled while youth are in custody.
- OYA supports the rights of crime victims. By statute, victims of crime may receive restitution for damages they sustained.

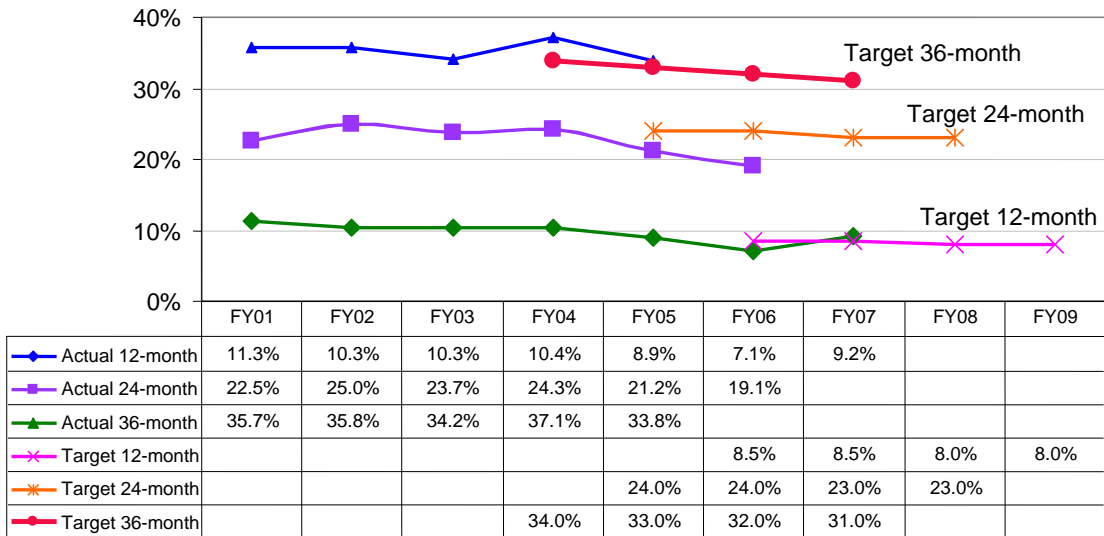


Parole Recidivism - KPM 12

Definition: the first new felony adjudication (juvenile court) or conviction (adult court) that occurs within three years following release from close custody to parole.

- Overall there has been a decline in recidivism since 2001 for youth tracked for 12, 24, and 36 months following their parole from OYA close custody.
- OYA did not meet the 12-month target of 8.5 percent for 2007-2008.
 - The rate was slightly above target at 9.2 percent.
- Parole recidivism was considerably below the 24-month target but slightly above the 36-month target.

Parole Recidivism

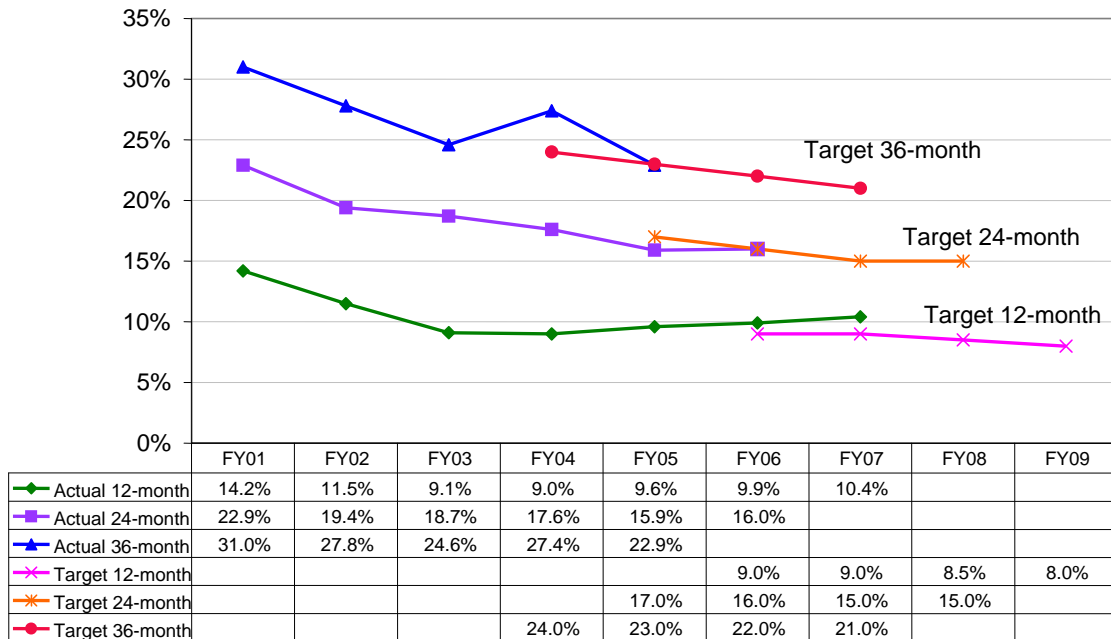


Probation Recidivism - KPM 13

Definition: the first new felony adjudication (juvenile court) or conviction (adult court) that occurs within three years following commitment to probation.

- Overall there has been a decline in recidivism since 2001 for youth tracked for 12, 24, and 36 months following their probation commitment to OYA.
- There was an increase in recidivism rates over the past three years for probation youth tracked for a 12-month period.
- OYA did not meet the 12-month target of nine percent for youth committed to OYA probation in 2007.
 - The rate was above the target at 10.4 percent.
- Rates for youth at 24 months and 36 months after commitment to OYA continue to decline.

Probation Recidivism



Partnerships Matter

OYA accomplishes its goals in coordination with other public safety agencies and a variety of partners:

- The public
- Youth
- Families
- Crime victims
- Our staff
- Governor's Office
- Juvenile departments
- Tribal governments
- Minority communities
- Oregon Legislative Assembly
- City governments
- Foster parents
- Media
- Faith community
- Private providers
- Juvenile judges
- Citizens review boards
- Law enforcement
- Association of Oregon Counties
- Department of Corrections
- Department of Education
- Department of Human Services
- Other state agencies
- Local educators
- Public defenders
- District attorneys
- OYA Advisory Committee
- Volunteers

