

Oregon Youth Authority

2013-2015 BIENNIUM

Table of Contents

SPECIAL REPORTS

Audit Response Report	Tab 1
Gender Equity Report	Tab 2
Program Priorities	Tab 3
Reduction Options	Tab 4
Affirmative Action Report	Tab 5
Facility Proposal Impact on Work Space Requirements	Tab 6
Report on HB 4131	Tab 7
Senate Bill 267 Report	Tab 8
Multnomah Gang Report/East Metro Gang Enforcement Team (EMGET) Progress Report (see page 3 for EMGET)	Tab 9
Acronyms	Tab 10
ORBITS/PICS Reports	Tab 11

AUDIT RESPONSE REPORT

2013-15 BIENNIUM

AUDIT RESPONSE REPORT OREGON YOUTH AUTHORITY

OYA INTERNAL AUDIT ACTIVITY FY2011 ANNUAL REPORT

Purpose

The purpose of the OYA Internal Audit Function is to provide an independent, objective assurance and consulting activity designed to add value and improve OYA's operations. It helps OYA accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Audit Committee

The Oregon Youth Authority Audit Committee meets quarterly. The Audit Committee has been in existence since 2010 and its charter was most recently approved at its meeting on 8/26/2010. The following members serve on the committee:

- Fariborz Pakseresht, Deputy Director
- Donna McClung, Deschutes Parole/ Probation Supervisor
- Marcia Adams, MD, Medical Director & Health Services Assistant Director
- John Paul Jones, Business Services Interim Assistant Director
- Karen Daniels, Facility Services Assistant Director
- Phil Cox, Community Services Assistant Director
- Tracie Hightower Tillamook, Tillamook Youth Correctional Facility Superintendent

Auditing Standards

Oregon Youth Authority's Internal Audit function follows the International Standards for the Professional Practice of Internal Auditing (issued by the Institute of Internal Auditors). In accordance with *Standards*, OYA is scheduled for its first external quality assurance review at the end of 2011.

Reporting Structure

The Chief Audit Executive (CAE) reports administratively to the Director and the Deputy Director and functionally to the OYA Audit Committee.

AUDIT RESPONSE REPORT

2013-15 BIENNIUM

Risk Assessment and Audit Plan

The CAE prepares an annual risk assessment document for review and approval by the audit committee. Based on the risk assessment and audit committee input, an annual audit plan is prepared by the CAE. The audit plan includes both assurance audits and consulting activities.

Examples of Audit Activities & Results from FY 2010

Audit: FY 2010 SPOTS Card Program Audit, Report #11-03

Results: OYA substantially complies with the OAM and internal policies and procedures. Controls are in place to protect agency assets. Opportunities were identified to improve internal controls over the SPOTS card program.

Recommendations: Internal Audit Recommends OYA:

- Formally explore strategies to increase the SPOTS rebate.
- Continue reinforcing the principle of separation of duties in ordering and receiving verification.
- Provide guidance to the Central Warehouse and Physical Plant Operations to ensure when appropriate, competitive bids are obtained, labor rates are identified and overall costs are negotiated..

Follow-up: Audit follow-up is scheduled in April, 2013.

Examples of Consulting Activities from FY 2011

- Process Improvement Team & Groups
- Management & PSO Requests
- SIP Follow-up

Potential Audit Activities for Fiscal Year 2012 and 2013

- Information Security and Response (#1 Choice)
- OYA Investigative Process (HR & PSO) (#2 Choice)
- Multnomah County Gang Funds (#3 Choice)
- OYA Diversity Services (Postpone for consideration next year)

AUDIT RESPONSE REPORT

2013-15 BIENNIUM

- Offender Supervision, Field
- Revocations (Other work going on in this area a may be part of youth reformation in future)
- Assessment and Delivery of Mental Health Services (Postpone for consideration next year)
- Performance Metrics (Outcome and Process Measures)
- Youth Property (Postpone for consideration next year)
- Youth Reformation System (Assessment, Case Planning & MDT) (Postpone for consideration next year)

**Equal Access to Services
for
Female and Male Youth**

Report on House Bill 3576 (ORS 417.270)

Oregon Youth Authority

INTRODUCTION

On July 28, 1993, Governor Barbara Roberts signed into law House Bill 3576 (ORS 417.270), a law that, for the first time in Oregon, required state agencies serving children under the age of 18 to plan, implement and provide equal access to gender-appropriate services, and ensure parity in the allocation of moneys and services to males and females.

Senate Bill 1 (1995) established the Oregon Youth Authority (OYA) and charged OYA with the responsibility to “apply the equal access provisions of ORS 417.270 in the development and administration of youth correction facilities, programs and services....” OYA is pleased to submit this report outlining the agency’s efforts to ensure a continuum of gender-appropriate services for all youth offenders.

OUTLINE

This report is organized into five sections:

Section I details ORS 417.270, Oregon’s Equal Access statute.

Section II describes the youth served by the Oregon Youth Authority.

Section III describes the services provided by the Oregon Youth Authority.

Section IV describes OYA’s accomplishments for 2011-13.

Section V describes the Agency Plan for 2013-15.

Section I
ORS 417.270, Equal Access statute

ORS 417.270 requires that:

“(3) (a): Any state administrative agency that regularly provides services to minors shall, when the agency submits its annual budget to the Legislative Assembly, specify the percentages of moneys allocated to, and expended for, the two separate groups, males under 18 years of age and females under 18 years of age;

“(b): all state agencies providing human services and juvenile corrections programs shall identify existing disparities in the allocations of moneys and services to, and expended for, the two groups, males under 18 years of age and females under 18 years of age, and shall document such disparities, if any, for the purpose of reporting the information to the next session of the Legislative Assembly; and

“(c): The state agencies described in subsection (1) of this section shall:

(A) Develop a plan to implement equal access to appropriate services and treatment, based on presenting behaviors, for both male under 18 years of age and females under 18 years of age, by January 1, 1995; and

(B) Monitor the implementation and result of newly enacted legislation intended to improve services for females under 18 years of age.”

“(4): As used in subsection (3) (b) of this section, disparities include, but are not limited to, disparities in:

“(a) the nature, extent and effectiveness of services offered for females under 18 years of age within the areas of teen pregnancy, physical and sexual abuse, alcohol and drug abuse, services offered for runaway and homeless females under 18 years of age and services offered for females under 18 years of age who are involved in gangs or other delinquent activity; and

“(b) The equity of services offered to at-risk children and youth with respect to gender within the areas of physical and sexual abuse, alcohol and drug abuse and service offered to runaway and homeless children and youth.”

Section II

Youth served by the Oregon Youth Authority

ORS 417.270 requires state agencies to submit documentation regarding funds allocated to and expended for males and females under the age of 18. SB 1 mandates that the Oregon Youth Authority serve offenders to age 25, and the data and information in this report reflect the entire population served by OYA, not just youth under the age of 18.

OYA has taken the position that continuums of gender-specific and culturally appropriate care and services will be available to all offenders under OYA custody, regardless of age. OYA provides services to offenders, ages 12 to 25, who have committed a crime prior to their 18th birthday. These youth are either adjudicated in juvenile court and committed to OYA, or are committed to the Oregon Department of Corrections but, due to their age, are placed in the physical custody of OYA. OYA works in collaboration with county juvenile departments and DOC to provide services to youth under both adult and juvenile court jurisdictions.

Every two years, OYA conducts the “Mental Health Gap Survey,” which is a snapshot of the profile of youth in the system on April 1 of that year. The 2012 survey shows the gender breakdown as follows:

	Facility		Community		Totals	
Females	47	6%	144	14%	191	11%
Males	691	94%	869	86%	1560	89%
Total Number of Youth	738	100%	1013	100%	1751	100%

2012 Mental Health Gap Survey, April 1, 2012

The percentage of young women being served by OYA has decreased slightly to 11% of the total population of youth. The age of youth served is continuing to trend upward. Forty percent of youth served in the community and 64% of youth in correctional facilities are over the age of 18. (Source: 2012 Mental Health Gap Survey, April 1, 2012).

Age	12-13		14-15		16-17		18-20		21+		Totals
Community Youth	18	2%	136	13%	460	45%	343	34%	56	6%	1013
Facility Youth	7	1%	51	7%	209	28%	351	48%	120	16%	738
Total Number of Youth in age range	25	1%	187	11%	669	38%	694	40%	176	10%	1751

2012 Mental Health Gap Survey, April 1, 2012

The following charts (using data obtained from the 2012 OYA Mental Health Gap Survey and JJIS) demonstrate the similarities and differences in the criminal activity and social characteristics between the young women and young men served in 2012:

Criminal Activity	Females		Males	
	Community	Facility	Community	Facility
Arson	3%	6%	1%	1%
Behavioral	9%	4%	4%	2%
Drugs	13%	17%	6%	3%
Person	38%	36%	17%	22%
Property	33%	32%	35%	33%
Sex Offense	5%	0%	32%	36%
Weapon	0%	4%	5%	3%

Amounts are rounded to the nearest percentage.

Social Characteristics	Females		Males	
	Community	Facility	Community	Facility
Abuse or Dependence on drugs and/or alcohol	60%	92%	52%	67%
Biological parents have a history of drug and/or alcohol abuse	69%	79%	58%	56%
Currently taking psychotropic medication	38%	68%	21%	35%
Diagnosed with an Axis I diagnosis (excluding conduct disorder)	56%	94%	26%	57%
Diagnosed with anxiety or trauma disorders	31%	53%	8%	12%
Diagnosed with mood disorders	27%	53%	8%	27%
One or more suicide attempts in the past three years	15%	38%	1%	8%
Biological parents have a psychiatric history	31%	64%	22%	20%
Documented history of sexual abuse	33%	51%	13%	16%
Documented history of physical abuse	31%	62%	20%	23%
Documented history of emotional abuse	28%	60%	26%	22%
Documented history of neglect	40%	57%	28%	20%
Documented IQ of 80 or below	37%	75%	25%	25%
Youth who are the biological parent of a child	10%	11%	13%	17%

Section III

Services provided

OYA's commitment to gender-specific services

The OYA Advisory Committee has representation from the Coalition of Advocates for Equal Access for Girls, and the Coalition of Advocates for Equal Access for Girls has OYA representation on its board. Additionally, OYA has been involved in development of the *Gender-Responsive Standards and Assessment Tool for Girls' Programs* (G-SAT for Girls' Programs) through collaboration with and support of the Coalition for Equal Access for Girls in their application for a grant to develop and pilot the G-SAT (Oak Creek YCF being one of the pilot sites). OYA program analyst staff and managers participated in the training on the G-SAT and in the implementation of the G-SAT for Girl's Programs by integrating it as part of the biennial program review for residential programs for girls and for Oak Creek YCF.

At Oak Creek Youth Correctional Facility, Dialectical Behavior Therapy experts continue to be contracted with to provide training, consultation, and technical assistance around the provision of Dialectical Behavioral Therapy (DBT) as the core component of the treatment services provided. OYA currently is working to contract with an expert in gender-specific treatment to develop a female-specific version of the newly developed treatment for youth with sexual offending histories.

Risk and Needs Assessment

All youth committed to OYA undergo the OYA Risk and Needs Assessment. This instrument is used to assess criminogenic factors related to a youth's criminal behavior (e.g., attitudes, aggressiveness, and peer associations) and non-criminogenic factors (e.g., severe emotional disturbance, learning disability, and mental health problems), which need to be addressed before a youth can fully function in society. The RNA is most effective when used to assess the dynamic or changeable risk factors and related treatment needs of youth.

OYA has developed two additional risk assessment tools with high reliability for assessing the public risk posed by youthful offenders. The OYA Recidivism Risk Assessment (ORRA) predicts the likelihood a youth will recidivate with a felony conviction or adjudication within 36 months of commitment to probation or release from OYA close custody. The OYA Recidivism Risk Assessment for Violent Crime (ORRA-V) predicts the likelihood a youth will be convicted or adjudicated for a violent felony crime within 36 months of commitment to probation or release from OYA close custody. The model assesses risk for violent or threatening crimes that result in—or could result in—physical harm. ORRA and ORRA-V scores are based solely on static factors (e.g., prior felony drug or alcohol referral, age at release from close custody or start of probation, number of prior runaway referrals, prior weapons offense), and do not change over time.

Overall, Risk and Needs Assessments are primary tools in developing comprehensive, individualized case plans for each offender that address treatment, custody, and transition requirements and goals. Progress is measured through re-assessment, which includes review by a multi-disciplinary

team involving custody, treatment, and education staff and youth family members. Re-assessment occurs at regular 90-day intervals and after significant events such as a change in a youth's placement, parole revocation, and changes to risk or protective factors.

Using the RNA to identify level of treatment need and the ORRA and ORRA-V to identify public risk, OYA can now consider both dynamic and static risk factors together to inform decision-making regarding where and for how long youth would be most appropriately placed – in close custody facilities, community residential treatment programs, in foster care, or at home. This capability will be crucial in making population management decisions related to close-custody capacity and community residential capacity anticipated for the 2013-15 biennium.

Continuum of Services

OYA provides a continuum of services and programs for youth that are gender-specific and based on research and best practices. OYA screens for mental health problems which have been traditionally under-diagnosed in juvenile justice populations, and particularly with young women. Research confirms that gender makes a difference in how an offender's treatment should be provided, and what issues should be addressed. One example is that trauma and Post-Traumatic Stress Disorder (PTSD), which are prevalent in female corrections populations, are more associated with delinquency in female youth offenders than male youth offenders. A multi-disciplinary team (MDT) process guides the planning and resource development for each youth based on the individualized needs identified during the assessment process. OYA's community-based services are provided in collaboration with community partners, including the county juvenile departments, mental health departments, the Oregon Health Authority, Department of Human Services, and other community-based service providers, some of whom are under direct contract with OYA. Co-management agreements with county juvenile departments stress individualized planning for each youth offender, and include a commitment to provide a full continuum of gender-appropriate and culturally relevant services through State Diversion, Juvenile Crime Prevention funds, and Individualized Service funds. Each community develops its own process, resources, and services to reflect the needs of its youth through collaborative planning, and each county contracts for individualized services to customize services and interventions needed in the local area.

Sixty-eight percent of youth in close custody and 53 percent of youth in the community have been diagnosed as having substance abuse or dependency issues. These numbers have actually declined since 2010. Significantly more young women than young men in close custody have these conditions. Research links substance abuse/dependency to an increased risk for re-offense. In 2009, OYA received a grant from OJJDP to design a reentry infrastructure for youth returning to the community from close custody, and the most recent OYA research at that time revealed that that youth with AOD issues were 4.5 times more likely to be sentenced for a new felony within one year of release than youth without those issues. The prevalence of mental illness and addictions in young women involved with OYA continues to be an area of concern, and OYA continues to provide appropriate, gender-specific treatment services to address these issues. Young female offenders with severe mental health and/or addiction problems require specific and intensive treatment interventions and resources to address these risk factors. In addition to Cannabis Youth Treatment and Pathways to Self-Discovery and Change, which are available to both males and females in OYA close custody, Seeking Safety is used with females in close custody and an adapted version specifically for males is used with OYA's male close-custody population.

Young women in juvenile corrections also have a high prevalence of trauma and abuse histories, which, coupled with addictions issues, requires that AOD programming be integrated with physical health care, psychiatric, and trauma-informed services to support their treatment. Due to the high prevalence of AOD and mental health conditions, the Oak Creek Youth Correctional Facility has incorporated Dialectic Behavioral Therapy (DBT) as the core component for programming within the facility. Additionally, the Seeking Safety curriculum is specifically designed to address co-occurring trauma and chemical dependency treatment needs.

Treatment services for both male and female youth with sex offending issues focus on both risk and needs of the individual youth. The goal of treatment is to reduce offending behaviors and provide opportunity to gain skills and competencies that enable youth to lead productive and non-offending lives. Treatment approaches are gender-appropriate and address the specific needs of male and female youth. A curriculum has been developed and is being piloted to support sex offender treatment in the facilities; the curriculum is being adapted to be gender-specific.

Community Placement Services

On April 1, 2012, OYA had 1,013 youth in the community. Of those youth, 144 were female and 869 were male. OYA has a continuum of dedicated community-based residential resources and supports for youth offenders. OYA's community continuum for young women includes all levels of service ranging from foster care to specialized programs for pregnant/parenting young women or young women with mental health and/or drug and alcohol issues, to programs that prepare them for independent living. The percentage of young women served in community residential placements ebbs and flows. Currently there are 81 young women placed in community residential programs, which accounts for 15 percent of the total contracted residential placements, and is about double the population of young women in OYA close custody. OYA has 71 beds dedicated to young women, with another 32 beds which are gender-neutral. Given that girls generally present at a lower risk to recidivate, the community residential continuum is an imperative resource to divert young women from close-custody facility placement.

OYA has a small foster care system with resources around the state. Of approximately 35 homes, nine are certified to provide foster care to young women, with a 10th scheduled to complete certification by fall 2012. Foster parent training includes information and awareness about issues such as child/adolescent development, mental health, substance abuse, trauma, grief, and loss. Foster parents provide a stable, secure living environment for young women and model positive behaviors and choices. They support the youth's educational and vocational efforts and assume other parenting roles such as teaching critical thinking skills, providing positive discipline, holding the youth accountable and knowing the youth's friends and whereabouts.

OYA also contracts with private child caring agencies for community residential beds in both program-based and proctor care-based settings. Youth are served in proctor care or residential program settings depending on the type of service determined to be the most appropriate based on the youth's level of public safety risk and identified needs. Residential programs are gender-specific and proctor care-based programs serve youth in foster homes separated by gender. All community residential program contracts require that gender-appropriate supports and services be provided or made available to youth.

Services are provided by the contracted provider program and through outpatient services in local communities, which are coordinated by the program. The youth's OYA case planning process determines which services are necessary. Youth participate in educational and/or vocational services and individual, group, and family skill-building around daily living skills, behavior management, social skills, job search and support, and independent living skills. Psychiatric and mental health services are provided, including medication management and counseling to address specific issues. Sex offender treatment, alcohol and drug education/treatment/support groups, physical health care, and transition and aftercare services also are provided or coordinated through the contracted provider programs. Programs offer gender-specific support and education regarding family planning, physical health care, and wellness needs.

Along with providing placements for young women in residential programs as described above, OYA has a number of contracts for specialized services. OYA contracts with Morrison Center Rosemont and Looking Glass Pathways for Girls for specialized programs for young women with primary mental health and/or drug and alcohol diagnoses. These programs provide all of the same services as other residential programs, with additional intensive services around mental health and drug and alcohol intervention. OYA also contracts with the Salvation Army White Shield program, which serves pregnant and parenting young women focusing on both correctional treatment and parenting skills. In 2012, OYA began contracting with the Salvation Army Wildflowers program, providing services to young women with a history of involvement in sex trafficking.

Independent living programs are available throughout the state for youth who are 17-½ or older with no viable community living resource, and who are working toward a transition to their own apartment, a college dormitory or other independent living situation. Youth can be in an independent living program for 60-120 days, where they focus on developing independent living skills, including budgeting, nutrition and meal planning, and accessing resources such as housing and medical care.

Close-custody services

Close-custody programs provide treatment services focusing on skills and competency development. Services are designed to target the specific risks for future criminality posed by each youth offender. Services are provided individually, or in groups, and are designed to be gender-appropriate in terms of materials and presentation.

Females make up 6 percent of OYA's close-custody population and are served exclusively at the Oak Creek Youth Correctional Facility. Oak Creek provides a full continuum of gender-specific and evidence-based services and programs for young women in a single-gender facility. Dialectical Behavioral Therapy (DBT) has been incorporated into all aspects of the facility and ongoing support and technical assistance through Portland DBT ensures fidelity to the model.

DBT is a treatment model that focuses on the complexities of persons suffering from mental health conditions and exhibiting self-destructive behaviors including, but not limited to, suicidal ideation, eating disorders, cutting behaviors, and substance abuse. DBT addresses behavioral dyscontrol and emotional dysregulation through an intricate process of validating and accepting the youth while consistently focusing on behavioral

change through learning and practice of new skills, reinforcement of positive responses to circumstances that have triggered self-destructive responses and preventing avoidance by learning new methods for dealing with negative emotional responses to stressors.

Other gender-specific treatment services at Oak Creek include:

- Girls' Circle focuses on increasing connections, building on strengths, and developing resiliency.
- Women's Circle is a variation of Girls' Circle, developed for women 18 and older.
- Seeking Safety integrates the treatment of Post Traumatic Stress Disorder and chemical dependency.
- Growing Beyond is a workbook designed for young women who have committed sexual offenses.
- Voices focuses on self concept, self expression, interpersonal connections, and healthy living.
- Parenting Inside Out assists with crucial parenting skills and bonding/attachment behaviors between parent and child.
- The Go GRRRLS Workbook is a workbook providing developmental tasks for girls in early adolescence, including achieving a competent gender role identification, establishing an acceptable body image, developing a positive self-image, developing satisfactory peer relationships, establishing independence through responsible decision-making, understanding sexuality, learning to obtain help and access resources, and learning to plan for the future.
- Aggression Replacement Training is adapted with all of the moral reasoning scenarios reframed for female situations.

Males make up 94 percent of OYA's close-custody population and are served at six of its close-custody facilities: Eastern Oregon Youth Correctional Facility (YCF), Hillcrest YCF, MacLaren YCF, North Coast YCF, Rogue Valley YCF, and Tillamook YCF. Intake for all the male facilities has been centralized at Hillcrest. Correctional treatment services are based in evidence-based cognitive-behavioral methodologies, and curricula are evaluated for efficacy in relationship to the population(s) being served. At present, 31 evidence-based curricula have been approved for use by the OYA Curriculum Review Committee. Of note, Parenting Inside Out also is being provided to male youth offenders.

Transition Programs

Transition programs provide a transition from secure close custody facilities back into community settings. These programs are still considered 'close custody,' offering youth an alternative, appropriate level of care based on the youth's level of risk for re-offending. These programs allow offenders to continue their treatment in environments which provide opportunities to practice new skills in the community and emphasize a graduated skills development approach where youth continue to practice and refine their new pro-social skills in different and more challenging environments. Youth have varying options for community activities, such as work crews, employment, education, and vocational training depending on their identified needs and risk levels, as well as need to pay restitution.

The Young Women's Transition Program exclusively serves female offenders. Due to ongoing budget constraints, the Young Women's Transition Program is temporarily operational in one of the living units at Oak Creek. The full continuum of transition services continues to be available to the young women, including community activities and work programs.

Youth in the Young Women's Transition Program are offered individualized and group transition planning, including obtaining the necessary documents for an Oregon Identification card, employment and/or college planning and preparation, and community resource and life skills development. During the daytime hours, YWTP youth attend school or work. For high school graduates, the program offers a supervised work crew and has recently re-introduced an unsupervised community work program for eligible youth. Regularly scheduled community outings occur in the evening. The youth attend Transition group in the afternoon, during which time they work on their individual goals or rehearse skills in the community through planned activities. Additionally, the girls have participated in community service programming by crafting and donating items to local community non-profit organizations. Through the transition program, opportunities exist for in-person screenings for future placements, intake appointments with community providers, and transition visits to the community where a youth will be paroling, which may include a job search, college visit, and/or face-to-face meeting with her parole officer. When not engaged in any of the above activities, YWTP youth participate in unit treatment groups.

Male offender transition programs are located at Camp Florence, Camp Tillamook, and RiverBend Youth Correctional Facility. These programs also offer a variety of educational, vocational, and independent living skill development opportunities.

Education/Vocational Training

All youth in OYA custody have access to education and vocational training services. Individualized instruction is available to assist youth in obtaining General Equivalency Diplomas (GEDs) or high school diplomas. In close custody, 45 percent of females receive Individualized Educational Program (IEP) services, compared to 26 percent of males. In the community, 31 percent of females and 31 percent of males receive IEP services. College coursework is available to those youth who already have completed their high school education. Vocational services include vocational assessments, career interest exploration, pre-employment skills development (interviewing skills, resume development and writing, job application skills, and skills training in 'employability' such as communication, problem solving, and work ethics).

Allocations of funds and services

OYA continues to place emphasis on equity of service provision and funding, based on individual offenders' criminogenic risks and needs. A comparative analysis of moneys spent compared to populations served is reflected below:

Type of Service	Male Offenders		Female Offenders	
Community Placement and Individualized Services \$59.1 Million	83% population	84% expenditures	17% population	16% expenditures
Close Custody Facilities \$159.6 Million	93% population	90% expenditures	7% population	10% expenditures
Total:	88% Population	88% Expenditures	12% Population	12% Expenditures

Section IV

Accomplishments for 2011-13

Specific accomplishments related to this statute include:

- Completion of the new Young Women's Transition Program, built with Go Oregon funding, on the Oak Creek Youth Correctional Facility (OCYCF) grounds. The building is not currently being used as part of OYA's 2010-2011 savings plan. Transitional programming is being provided out of OCYCF.
- Pilot implementation of Youth Reformation System initiative in the community and the facilities to match youth with the most appropriate and cost-effective treatment services, placement resources and other services by reviewing current needs for levels and types of care/services and realigning resources to match need.
- Initiation of incentives/reinforcers/graduated sanctions both in the community as part of the re-entry grant and within the facilities to support youth in maintaining behavioral expectations and in holding them accountable for the choices they make.
- Full implementation of a comprehensive referral process for community-based services, including standardization of documentation and information-sharing to ensure that youth receive timely and appropriate services based on their case plan goals and objectives.
- Initiation of planned vocational program improvements to support youth's education/vocation goals
- Developed a centralized model for delivery of health care ensuring community standards of care for acute care needs, chronic disease care, dental care, psychiatric care, STD testing, chronic care, preventative care, and health care education.

Section V

Agency Plan for 2013-15

Specific goals related to this statute include;

- Continue to explore options for the development of a specialized living unit at Oak Creek YCF to support the population of young women who have extraordinary needs which would be better served in a smaller, less stimulating milieu with a higher staffing pattern
- Continue to utilize Youth Reformation System data to help inform public safety risks for youth leaving close custody and moving into less restrictive levels of care
- Fully implement the Youth Reformation System initiative to ensure that youth are placed in the level of care/type of service identified as most appropriate for their risks and needs
- Establish a process for ongoing review and realignment of resources to support the changing needs of youth in OYA custody, ensuring an appropriate continuum of culturally competent and gender specific-services
- Continue to develop training programs to support a staff which is skilled in planning services which are culturally competent and gender-specific
- Continue to focus on the goals/objectives from the Juvenile Justice Symposium held in 2010
- Continue to evaluate how the re-entry strategies developed through the OJJDP grant affect recidivism and continuing to improve transition and re-entry services to maximize opportunities for successful community reintegration
- Continue to develop procedures for identifying youth at risk for suicide and preventing suicide attempts
- Continue to explore and expand education and vocational opportunities for youth to enhance their employability

Oregon Youth Authority																			Agency Number:		41500	
2013-15 Biennium																						
Department-Wide Priorities for 2013-15 Biennium																						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16.00	17	18	19	20			
Priority ranked with highest priority first	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB				
Dept	Prgm/Div																					
41500	1	OYA	FS	Core level services of 650 Close Custody Beds including Health Services, Physical Plant Operations, Educational Services for Older Youth, and Treatment Services.	41500-#1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	\$ 138,611,776	\$ -	\$ 9,107,224	\$ -	\$ 24,365	\$ -	\$ 147,743,365	791	755.33	N	N	C	The Oregon Youth Authority's facility system was developed to provide both secure and transitional environments that ensure public safety while holding youth accountable and providing opportunities for reformation. The facilities serve youth offenders who represent an unacceptable risk to their communities without the structure and services provided. OYA will continue to provide services for public safety reserve (PSR), Department of Corrections (DOC) youth and one-half of the forecasted demand for remaining commitments from Juvenile Courts. A minimal number of close custody placements in Oregon are needed to preserve public safety.			
41500	1	OYA	CP	Core level services of 570 Residential / Foster Care Beds, Parole and Probation and Individualized services, JCP Basic, County Diversion, and Multnomah Gang services.	41500 #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	\$ 80,151,493	\$ -	\$ 4,062,352	\$ -	\$ 35,575,869	\$ -	\$ 119,789,714	140	138.25	N	N	C	The Oregon Youth Authority purchases residential services that mitigate risk to the community by providing supervised living environments that address youth offender behavioral issues and support youth offenders until they return home or live independently. State parole and probation staff provides case management for youth offenders throughout their commitment to the Oregon Youth Authority. Individualized services at both the state and county level provide services necessary to meet youth needs. JCP Basic provides funding to counties to provide basic juvenile justice services and prevent youth from penetrating the juvenile justice system. Diversion funds assist counties in diverting youth from close custody. Multnomah Gang funding is provided to assist that county address youth gang issues.			
41500	1	OYA	PS	Core level services includes Director's Office, Office of Minority Services, Professional Standards office, Program administration, Information Systems, and Business Services functions.	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #13 Probation Recidivism, #14 Customer Service	5	\$ 29,034,526	\$ -	\$ 851,214	\$ -	\$ 1,318,756	\$ -	\$ 31,204,496	101	101.00	N	N	C	OYA Director's Office, Information Systems, & Business Services provides leadership, strategic planning, program direction, rule and policy development, training, oversight and quality assurance, and centralized business services as per ORS Chapter 420A.			
41500	1	OYA	DS	The debt service enables the agency to repay principal and interest on the Certificates of Participation (COPs) and Article XI-Q bonds issued to fund deferred maintenance and improvements to youth correctional facilities	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	\$ 2,017,315	\$ -	\$ -	\$ -	\$ 1	\$ -	\$ 2,017,316	-	-	N	N	D	Payments are made according to a predetermined schedule. Accordingly, OYA is not proposing reductions in debt service.			
41500	1	OYA	CI	Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	\$ 664,357	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 664,357	-	-	N	N	C	Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities.			
41500	1	OYA	CC	Renovate and Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities. OYA's facilities are at a critical juncture in time requiring funding for years of backlogged maintenance and repair in its structures that are vital to the operation of the Agency.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	\$ -	\$ -	\$ -	N	Y	C	\$ -	-	-	N/A	N/A	N/A	Renovate and Maintain OYA's investment in its capital assets and improve functionality to meet programmatic changes that occur in the facilities. OYA's facilities are at a critical juncture in time requiring funding for years of backlogged maintenance and repair in its structures that are vital to the operation of the Agency.			

Oregon Youth Authority																			Agency Number:		41500	
2013-15 Biennium																						
Department-Wide Priorities for 2013-15 Biennium																						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16.00	17	18	19	20			
Priority ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB				
41500	3	OYA	CP	Eliminate up to 44 community placement beds, 5% reduction in funding for JCP Basic, Diversion, and Individualized Services. Reduction of OYA parole and probation services proportionate to remaining agency programs.	41500 #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #14 Customer Service	5	4,750,000	0	TBD	0	TBD	0	\$ 4,750,000	TBD	TBD	N	Y	C	This reduction of statewide community placement capacity will limit the state's ability to provide reformation services in a setting that best meets the youth's public safety risk. Services across the state's juvenile justice continuum will be negatively impacted by reduction in JCP Basic, Diversion, Parole, Probation, and Individualized Services funding. Communities will have to manage the same number of youth offenders with very limited resources. The agency anticipates a negative impact on Key Performance Measures 12 and 13 (recidivism) and Oregon Benchmark #62, juvenile arrests.			
41500	3	OYA	PS	Reduction of core level services associated with 50 close custody beds and 44 community placements. Includes Director's Office, Office of Minority Services, Professional Standards office, Program administration, Information Systems, and Business Services functions.	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #13 Probation Recidivism, #14 Customer Service	5	928,617	0	TBD	0	TBD	0	\$ 928,617	TBD	TBD	N	N	C	OYA Director's Office, Information Systems, & Business Services provides leadership, strategic planning, program direction, rule and policy development, training, oversight and quality assurance, and centralized business services as per ORS Chapter 420A. Reductions will jeopardize management systems that support youth safety and ensure the integrity and accountability of agency programs. Key initiatives for improvement of agency programs may need to be abandoned. A likely result is OYA being unable to comply in a timely manner with statutory requirements and collaborate effectively with agency stakeholders.			
41500	3	OYA	CI	Eliminate 5% of the CSL Capital Improvement Budget.	41500 #1 Escapes, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries.	5	36,908	0	0	0	0	0	\$ 36,908	0	0.00	N	N	C	Increase deferred maintenance backlog and delay projects.			
Subtotal Priority 3							\$ 13,915,525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,200,000									
2013-15 CSL							\$ 278,310,518	\$ -	\$ 14,020,790	\$ -	\$ 36,918,991	\$ -	\$ 329,250,299	1,032.00	994.58							

7. Primary Purpose Program/Activity Exists

- \$ 1 Civil Justice
- \$ 2 Community Development
- \$ 3 Consumer Protection
- \$ 4 Administrative Function
- \$ 5 Criminal Justice
- \$ 6 Economic Development
- \$ 7 Education & Skill Development
- \$ 8 Emergency Services
- \$ 9 Environmental Protection
- \$ 10 Public Health
- \$ 11 Recreation, Heritage, or Cultural
- \$ 12 Social Support

19. Legal Requirement Code

- C Constitutional
- F Federal
- D Debt Service

Prioritize each program activity for the Department as a whole

Document criteria used to prioritize activities:

The Agency's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments. To achieve this, OYA emphasizes safety of the public, youth, and staff; provide certain, consistent sanctions for youth offenders through a continuum of services; support the concerns of crime victims and provide comprehensive youth reformation programs.

Facility programs are prioritized preserving services to the highest risk youth offenders. Currently there are approximately 370 Department of Corrections youth in OYA close custody care. There is an additional 380 youth that have been committed to Youth Correctional Facilities.

Community Programs were prioritized preserving services to the highest risk youth offenders. Close custody and community programs represent the continuum of services required to protect the public by holding youth accountable and providing opportunities for reformation. Priority 1 preserves 570 community placements to serve youth on probation and parole who have been assessed as high risk to reoffend. To protect the public and reduce crime, OYA would need to provide services at a minimum for these high risk youth.

The remaining services in priority 1 represent a level of service that is core to the juvenile justice system including state and county partners. At a level of services reduced below priority one discussion of OYA's role in the juvenile justice continuum of services involving state, county and community partners is needed. Issues include OYA's role in serving youth committed in adult court, OYA's role in continuing to provide placement services to youth committed on probation status, OYA's role providing services to youth committed on misdemeanors, etc.

Oregon Youth Authority																			Agency Number:		41500	
2013-15 Biennium																						
Department-Wide Priorities for 2013-15 Biennium																						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16.00	17	18	19	20			
Priority ranked with highest priority first	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, F, or D)	Comments on Proposed Changes to CSL included in ARB				
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41500	3	OYA	PS	Reduction of core level services associated with 50 close custody beds and 44 community placements. Includes Director's Office, Office of Minority Services, Professional Standards office, Program administration, Information Systems, and Business Services functions.	41500 #1 Escapes, #2 Runaways, #3 Youth to Youth Injuries, #4 Staff to Youth Injuries, #5 Suicidal Behavior, #6 Intake Assessments, #7 Correctional Treatment, #8 Educational Services, #9 Community Reentry Services, #10 School and Work Engagement, #11 Restitution Paid, #12 Parole Recidivism, #13 Probation Recidivism, #14 Customer Service	5	928,617	0	TBD	0	TBD	0	\$ 928,617	TBD	TBD	N	N	C	OYA Director's Office, Information Systems, & Business Services provides leadership, strategic planning, program direction, rule and policy development, training, oversight and quality assurance, and centralized business services as per ORS Chapter 420A. Reductions will jeopardize management systems that support youth safety and ensure the integrity and accountability of agency programs. Key initiatives for improvement of agency programs may need to be abandoned. A likely result is OYA being unable to comply in a timely manner with statutory requirements and collaborate effectively with agency stakeholders.			
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Oregon Youth Authority																			
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Dept	Prgm/ Div																		

5% / 10% REDUCTIONS OPTIONS (ORS 291.216)

Reduction Options

House Bill 3182 Reduction Options

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

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

5% / 10% REDUCTIONS OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM (WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	DESCRIBE REDUCTION (DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2013-15 AND 2015-17)	AMOUNT AND FUND TYPE (GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	RANK AND JUSTIFICATION (RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
Youth Correctional Facilities	<p>5% - Eliminate up to 50 close custody beds.</p> <p>10% - Eliminate up to 100 close custody beds and/or consolidate existing YCF .</p>	<p>General Fund Reduction:</p> <p>5% - \$7.0 million</p> <p>10% - \$14.0 million</p>	<p>A reduction of close custody capacity restricts the state's ability to provide reformation and treatment services to youth who need a secure setting. The agency will attempt to develop alternative community settings to serve offenders who are now served in a close custody setting.</p>
Community Placements, JCP Basic, Diversion, Multnomah Gang, East Multnomah Gang Enforcement Team (EMGET), and Individualized Services	<p>5% - Eliminate up to 44 community placement beds and reduce all other special payments by 5%</p> <p>10% - Eliminate up to 88 community placements and reduce all other special payments by 10%</p>	<p>General Fund Reduction:</p> <p>5% - \$3.8 million</p> <p>10% - \$7.6 million</p>	<p>This reduction of statewide community placement capacity also limits the state's ability to provide reformation services in a setting that best meets the youth's public safety risk. All other special payments, including state assistance to local governments, are reduced on a percentage basis (5 or 10%) proportionate to the 2013-15 CSL budget. Services across the state's juvenile justice continuum will be negatively impacted by the GF reduction.</p>
All other OYA Programs and Services	<p>5% - Proportionate reduction of remaining Agency programs to achieve a total reduction of 5% of the 2013-15 Continuing Service Level (CSL) Budget.</p> <p>10% - Proportionate reduction of remaining Agency programs to achieve a total reduction of 10% of the 2013-15 Continuing Service Level (CSL) Budget.</p>	<p>General Fund Reduction:</p> <p>5% - \$3.1 million</p> <p>10% - \$6.2 million</p>	<p>The agency is forwarding a proportionate reduction in all other agency programs including Field Services, Community Resources, Health Services, Physical Plant Operations, Educational Services for Older Youth, Director's Office, Professional Standards Office, Minority Services, Business Services, Information Systems, and Capital Improvement.</p>

AFFIRMATIVE ACTION REPORT

2013-15 BIENNIUM

AFFIRMATIVE ACTION REPORT

This is a report on the composition of Oregon Youth Authority's (OYA) workforce, a comparison with Oregon Department of Administrative Services (DAS) parity standards, the accomplishments made, setbacks the agency has experienced, and suggested steps to improve outcomes. The timeframe for analysis is from July 1, 2004, through June 30, 2012.

OYA began as an agency in January 1996, and immediately embarked upon an ambitious affirmative action program designed to truly achieve a diverse and equitable workforce. From January 1996 until January 2006, there were steady gains in the number of employees in protected classes. However, during 2003-2008, OYA suffered significant budget cuts which led to the closure of four Youth Correctional Facilities and additional position losses in Community Services and Program Support. Since then the agency has partially reopened some closed facilities and recalled a number of employees who were laid off during those cuts. Even with substantial layoffs, the number of People of Color and Women working for OYA has remained remarkably close to the percentages on record for 2004. During 2011-2013, OYA suffered additional budget cuts, which led to a reduction in workforce of 55 employees. Despite these losses, OYA continues to strive to exceed standards for People of Color and Women.

PROGRESS IN MEETING AFFIRMATIVE ACTION GOALS Total Agency Workforce

	<u>As of 6/30/06</u>	<u>As of 6/30/08</u>	<u>As of 6/30/10</u>	<u>As of 6/30/12</u>
All Employees	1023	1013	1101	979
Women	375 (36.7%)	420 (37.7%)	421 (38.2%)	353 (36.1%)
People of Color	162 (15.8%)	179 (16.0%)	185 (16.8%)	179 (18.3%)
Disabled	30 (2.9%)	24 (2.2%)	20 (1.8%)	12 (1.2%)

AFFIRMATIVE ACTION REPORT

2013-15 BIENNIUM

The representation of Women and People of Color gained when OYA expanded in 1996-97 has been maintained at a consistent pace. In almost all equal employment opportunity (EEO) job categories for Women and People of Color, OYA has met or exceeded the statewide parity standards established by DAS. Unfortunately, the significant gains in the representation of Persons with Disabilities during the same period have not continued at the same pace and instead have continued to decrease.

Upper/Middle Management Positions

There is fair balance and equity of representation among the Upper/Middle levels of leaders in the organization. Fully 14.8% of employees in upper and 12.2% in middle management are People of Color. OYA has achieved the DAS parity standards in both the upper and middle management EEO job categories of 12.2% and 13.6%, respectively, for People of Color.

The present representation of Women in upper management positions (Salary Range 31 and above or PE/M-D and above) is 40.7%, above DAS parity standards of 36.6%. Representation of Women in middle management positions (Salary Range 24-30) is 26.8%, below DAS parity standards of 43.0%. However, this is an increase of 10.2% since the 2011-2013 biennium report.

Representation of Persons with Disabilities serving in upper and middle management is 2.1%, which is below DAS parity figures of 6%.

Protective Service Occupations

OYA's largest (59.7% of the OYA workforce) EEO job group is Protective Service Workers, which includes Group Life Coordinators, Juvenile Parole/Probation Officers, Juvenile Parole/Probation Assistants, and Youth Corrections Unit Coordinators, for which the parity standard is 10.9% (71) for People of Color. The agency currently employs one 128 People of Color (21.9%) in protective service occupations, which is 11% above the parity standard. This is particularly noteworthy, since these occupations have direct interaction and supervision of incarcerated youth or youth on parole or probation in the community. Line staff, which this job group represents, more closely reflect the diversity of the youth residing in OYA's correctional facilities and under OYA supervision in the community.

Total Workforce

The representation of People of Color in the agency is 18.3%, compared to the state workforce representation of 13.8%, and DAS parity standards of 13.6%.

Although OYA is an agency with correctional facilities and probation and parole staff, representation of Women is strong. Overall, 36.1% of the OYA staff is Women.

The representation of Persons with (disclosed) Disabilities in the agency has decreased from 20 to 12, or 1.8% to 1.2%. This representation is below DAS parity standards of 6%.

AFFIRMATIVE ACTION REPORT

2013-15 BIENNIUM

Appointments

The hiring and promotion rate for People of Color thus far in the biennium has been at the rate of 19% of all agency appointments. Out of 134 appointments reported between July 1, 2010, and June 30, 2012, 25 were People of Color.

The hiring and promotion rate for Women thus far in the biennium has been at the rate of 45% of all appointments. Of the 134 appointments reported between July 1, 2010 and June 30, 2012, 60 were Women.

Agency Shortfalls and Under-representation in the Workforce

The shortfall in the agency workforce composition is the low representation (1.2%) of Persons who disclose a Disability. Well over half of the positions in the agency require supervision and control of youth offenders. Bona Fide Occupational Requirements for the job include physical mobility and baseline hearing and sight standards as well as the ability to drive motor vehicles. These occupational requirements limit some job applicants with disabilities who may lack such motor skills and normal sensory perception.

An emphasis for affirmative action, outreach and recruitment continues to focus on recruiting People with Disabilities. The long-term goal is to increase the workforce of People with Disabilities to 6%, the DAS parity goal. Every time the agency pulls a Certificate of Eligible list of job applicants, any and all qualified candidates are included.

Affirmative Action Goals

The agency continues to update goals/strategies and the OYA Affirmative Action Plan to include:

1. Increase representation of Persons with Disabilities in all job categories.
2. Increase representation of Women in Middle Management positions (e.g., Treatment Managers).
3. Increase representation of People of Color in Professional position (e.g., Nurse/Health positions, Computer Analysts positions).
4. Enhance cultural competency within OYA by sharing information, resources and available training to Human Resources staff, who in turn share it with all OYA staff at various staff meetings and training sessions.
5. Provide employees an invitation to self-identify Gender, Race/Ethnicity, Veteran Status and Disability Status by surveying employees each biennium.

AFFIRMATIVE ACTION REPORT

2013-15 BIENNIUM

OYA's commitment to diversity is demonstrated by devoting financial and personnel resources to the issue. OYA has full-time staff positions assigned to minority services. Each correctional facility has designated staff members to represent and coordinate minority affairs. Although their primary responsibility is providing racial and cultural diversity services for minority offenders, a secondary role is to assist in outreach to the minority community and assist with recruitment of minority job applicants. OYA staff members and managers assist and/or participate throughout the year at various job fairs, recruitment and/or diversity events to represent OYA. By developing strong relationships with local community organizations representing the interests of People of Color in Oregon, the interest and possibility of working for OYA is created.

FACILITY PROPOSAL IMPACT ON WORK SPACE REQUIREMENTS

2013-15 BIENNIUM

FACILITY PROPOSAL IMPACT ON WORK SPACE REQUIREMENTS

OYA does not anticipate any changes of workspace during the 2013-15 biennium.

HB 4131

2013-15 BIENNIUM

HB 4131

HB 4131 requires applicable agencies to attain a supervisor-to-staff ratio of 1:11. Until an agency has attained that ratio, HB 4131 requires an agency to increase its supervisory ratio to employees by at least one additional employee annually.

Oregon Youth Authority's supervisor-to-staff ratio, by date:

- | | | | |
|---|--------------|-----|---------------------------|
| ➤ | October 2011 | 1:8 | Supervisor-to-staff ratio |
| ➤ | January 2012 | 1:8 | Supervisor-to-staff ratio |
| ➤ | October 2012 | 1:9 | Supervisor-to-staff ratio |

Actions taken to date to move toward the target ratio:

- Removal of supervisory duties from selected positions
- Reallocation of selected management service positions to classified represented
- Elimination of two management service supervisory positions



Oregon

John A. Kitzhaber, MD, Governor

Department of Administrative Services

Human Resource Services Division

155 Cottage Street NE, U30

Salem, OR 97301

FAX: (503) 373-7684

July 30, 2012

Via Email Only

Fariborz Pakseresht, Director
Oregon Youth Authority
530 Center Street N.E., Suite 200
Salem, OR 97301

Re: 2012 Agency Ratio – HB 4131

Dear Director Pakseresht: *Fariborz:*

We received confirmation from Marilyn Williams, Human Resource Consultant for the Classification and Compensation section of the Department of Administrative Services, approving the reclassification of one supervisory position and the abolishment of two supervisory positions. This reclassification and abolishment enables the Oregon Youth Authority to attain a plus one ratio from 8 to 1 to 9 to 1 non-supervisory to supervisory budgeted positions.

This letter serves as your notification for the reporting period of April 11, 2012 through October 31, 2012, the Oregon Youth Authority is no longer subject to the application process for exceptions to hire budgeted supervisory positions so long as it maintains the 9 to 1 ratio. On November 1, 2012, the agency's baseline ratio will reset and it will again be subject to the supervisory hiring restrictions.

If you have any questions, please do not hesitate to contact me, Twyla Lawson at 503-373-7677 or Susan Hoeye at 503-378-8301.

Sincerely,

Donna Sandoval Bennett
Chief Human Resource Officer

c: Belinda Teague, OYA HR Mgr.
Ken Rocco, LFO
Daron Hill, LFO
Brian DeForest, DAS BAM
HRSD Exception Staff
Donna Lantz, PPDB Mgr.
Maggie Wollaston, CnC Mgr.
M Williams, CnC



September 30

2012

Oregon Youth Authority
Interim Judiciary Committee
Progress Report on SB 267
(ORS 182.525)

REPORT CONTENTS

The Oregon Youth Authority	3
Programs included under ORS 182.515-182.525	3
Summary of agency results	4
Activities during reporting period.....	4
OYA Performance Management System: Monitoring agency success	4
Program Evaluation Continuum Model: Measuring program success	5
Accomplishments during reporting period	8
OYA close-custody facilities	8
OYA community services.....	9
Methods for assessing program results	10
Program results for reporting period.....	11
Close-custody facilities and contracted community-based residential programs	11
Individualized services: Treatment providers and community reintegration services and site-based transition services providers.....	13
JCP Basic and County Diversion programs	15
OYA budget for evidence-based services.....	16
Cost-effectiveness	17
Priorities for 2013-15	18
References.....	19

THE OREGON YOUTH AUTHORITY

The mission of the Oregon Youth Authority (OYA) is to protect the public and reduce crime by holding youth offenders accountable while providing opportunities for reformation in safe environments. The agency's vision is that youth who leave OYA will go on to lead productive, crime-free lives.

OYA exercises legal and physical custody of offenders committed to OYA by juvenile courts, and physical custody of young offenders committed to the Oregon Department of Corrections by adult courts. OYA is responsible for the supervision, management, and administration of youth correctional facilities and transition programs, state parole and probation services, community-based out-of-home placements for youth offenders, and other functions related to state programs for youth corrections.

The agency is dedicated to increasing the effectiveness of youth correctional treatment through ongoing research, program evaluation, and quality improvement. The agency's mission statement, vision, and goals are closely monitored through the OYA Performance Management System (OPMS), Key Performance Measures (KPMs), Performance-Based Standards (PbS), Correctional Program Checklist (CPC) reviews, facility safety security reviews, and other evaluative functions.

PROGRAMS INCLUDED UNDER ORS 182.515-182.525

Senate Bill 267, passed by the 2003 Oregon Legislature, required state agencies that provide treatment programming designed to reduce criminal behaviors and decrease hospitalizations for mental health crises to gradually increase the percentage of state-funded treatment that is evidence-based. Agencies were required to demonstrate that at least 25 percent of state-funded treatment was evidence-based during 2005-07, 50 percent was evidence-based during 2007-09, and 75 percent was evidence-based during 2009-11 and thereafter.

OYA worked with external stakeholders after passage of SB 267 to develop the following list of treatment interventions used by close-custody living units, contracted community-based residential providers, and county programs funded through OYA as subject to ORS 182.515-182.525.

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

SUMMARY OF AGENCY RESULTS

OYA continues to use the Correctional Program Checklist (CPC) to determine whether the treatment programming offered to youth offenders adheres to program characteristics highly correlated with reducing recidivism. As of June 30, 2012, approximately 80 percent of youth correctional facility living units and 98 percent of contracted community-based residential programs met the CPC criteria of “Effective” or “Highly Effective.” These results represent a substantial increase in the use of evidence-based practices (EBPs) since SB 267 was enacted.

As of June 30, 2012, the Oregon Youth Authority (OYA) is using 70 percent of the General Fund revenues designated for youth offender treatment programming on evidence-based practices, as defined by SB 267. As noted on page 18 of this report, the agency has identified and prioritized actions it will take to achieve the requirements of SB 267.

ACTIVITIES DURING REPORTING PERIOD

Since the enactment of ORS 182.515-182.525, OYA has demonstrated its commitment to increasing the effectiveness of the correctional treatment services provided through implementation of evidence-based interventions. Additionally, OYA has made considerable efforts toward increasing agency-wide understanding of best practices in correctional treatment. Although the agency continues to implement new curricula and practices as needed, OYA has focused much of its recent efforts on developing methods to review and sustain programs already in place, particularly in close-custody facilities.

In addition, during this reporting period, OYA has expended significant resources developing methods to track and monitor county spending of agency pass-through dollars (i.e., JCP Basic Services and Diversion programs). Reporting requirements for county spending have been established as well as automated systems to track specific services related to these funds. The following sections provide detailed examples of ways in which the agency has continued to sustain evidence-based services and continued to work to meet statutory requirements.

OYA PERFORMANCE MANAGEMENT SYSTEM:

MONITORING AGENCY SUCCESS

Since 2010, OYA has been implementing an agency-wide performance management system (OPMS) to monitor the agency’s key processes and determine agency effectiveness. The system involves measuring core agency processes through meaningful metrics (i.e., process and outcome measures), which allows the agency to determine overall effectiveness. Additionally, OPMS empowers employees to improve work processes that help achieve the organization’s goals.

Through OPMS, OYA addresses opportunities and obstacles with speed and precision. To improve processes that are not performing as well as expected, OYA employs a formal problem-solving methodology. For strategic initiatives, OPMS launches capability- and performance-breakthrough plans, which feature a rigorous and disciplined planning methodology used in conjunction with effective project implementation. In these ways, OYA can ensure it is successfully meeting its mission of providing effective reformation services to youth.

PROGRAM EVALUATION CONTINUUM MODEL:

MEASURING PROGRAM SUCCESS

In early 2011, OYA began developing a comprehensive Youth Reformation System (YRS). This system, when fully implemented, will allow the agency to:

- Forecast the number and types of close-custody beds needed to serve youth in the system;
- Predict in what treatment setting individual youth will be most successful (based on individual typologies); and
- Determine program effectiveness based on various short- and long-term outcome metrics as measured by the Program Evaluation Continuum (PEC).

The PEC model provides a comprehensive picture of program effectiveness. There are four main principles that guide this evaluation model:

- Rapid response for emerging issues;
- Data-informed decision-making;
- Efficient resource allocation; and
- Planful transitions for youth to less restrictive settings.

PEC includes feeding “real time” data about program success to program providers (i.e., contracted community-based residential program directors and close-custody managers). Data on specific indicators alert programs when they are falling short of the desired or intended outcome and, ultimately, prompt program leadership to dig down to uncover the root cause of the issue. This regular feedback allows program leaders to “course correct” immediately through early identification of issues.

This model establishes a framework for data-driven decision-making by predicting in which programs youth will be best served; predicting the optimum length of stay for individual programs; clearly identifying youth needs and aligning those needs with appropriate resources in the community; and allowing for efficient resource allocation.

PEC is comprised of five main components:

- 1) Program Integrity and Expected Capability;
- 2) Treatment Progress – Knowledge and Skills;
- 3) Outcome Data;
- 4) Services Match; and
- 5) Cost Effectiveness/Cost Avoidance.

PEC COMPONENT 1: PROGRAM INTEGRITY AND EXPECTED CAPABILITY

This PEC component contains four subcomponents, which are described below.

- 1) Correctional Program Checklist (CPC) – The CPC provides information on how well a particular program adheres to the Principles of Effective Correctional Intervention. A CPC score represents how well a program is *expected* to perform with regard to reducing recidivism.
- 2) Oregonized CPC – This is a revised version of the CPC that uses correlated factors based on Oregon youth data rather than on national averages. This component involves re-weighting the original CPC items based on the strength of the relationship to outcomes for Oregon youth (e.g., recidivism and positive youth outcomes). This subcomponent also includes additional items not part of the national CPC tool such as employment and GED attainment. Information from the Oregonized CPC allows programs to prioritize CPC recommendations and make data-informed resource decisions.
- 3) Treatment Fidelity – Research has repeatedly demonstrated the critical impact fidelity has on outcomes. This subcomponent involves establishing a statewide treatment fidelity system (for contracted community-based residential providers and close-custody facilities) to ensure services are delivered consistent with the cognitive behavioral treatment approach as well with specific treatment curricula.
- 4) Youth and Staff Safety – This subcomponent involves measuring youth perceptions of their safety within programs as well more concrete indicators of safety. This subcomponent relies on standardized measures from nationally recognized Performance-based Standards (PbS) measures, internal measures such as incident reports and youth complaints/grievances, and safety security audits.

PEC COMPONENT 2: TREATMENT PROGRESS – KNOWLEDGE AND SKILLS

This PEC component contains two subcomponents, which are described below.

- 1) Pre/post testing – Information is gathered using formal standardized assessment instruments on individual youth at specific points in time:
 - Prior to and upon completion of specific treatment groups/curricula; and
 - Upon intake to a facility/program and upon release/discharge from a program.

Pre/post testing provides youth-specific information about progress in the areas of anti-social thinking, skill acquisition, and behavior. These standardized assessments also can be used to regularly track progress at designated intervals (i.e., every 90 days). Regularly assessing youth treatment progress allows case workers to adjust a youth's course of treatment and provides critical information regarding the impact treatment may or may not be having on individual youth.

- 2) Case plan competencies – OYA uses case plan competencies to gauge the degree to which a youth is meeting his/her long term goals. These competency ratings estimate the frequency of observed behaviors and provide a picture of youth progress in the program.

PEC COMPONENT 3: OUTCOME DATA

This PEC component contains two subcomponents, which are described below.

- 1) Outcome Data – OYA uses the traditional measure of recidivism (a felony conviction at 12, 24, and 36 months post release), and is looking into expanding this to include other definitions of recidivism.
- 2) Positive Youth Outcomes – This provides outcome data related to how youth succeed with regard to other areas of positive youth development. Examples of Positive Youth Outcomes are education status (i.e., an earned GED or high school diploma), employment post release, health factors, and family/social relationships.

PEC COMPONENT 4: SERVICES MATCH

This PEC component has three subcomponents focused on how well youth are matched to the services a program provides. A brief description of each of subcomponent follows.

- 1) Youth Population – The data gathered in this subcomponent generate answers to two important questions: 1) With whom are programs most effective?, and 2) Are these programs serving these types of clients? This subcomponent of the model uses typology information from the Placement and Treatment component of the Youth Reformation System to make these determinations.
- 2) Optimal Treatment Dosage – Correctional treatment research repeatedly shows the importance of varying the intensity of treatment to the risk level of offenders while also considering individual differences. Data from this subcomponent allow a determination of the most effective treatment dosage and length of stay (LOS) for specified populations. Essentially, answers are provided to the question: How long should a specific program serve a youth in order to have the greatest or optimal impact on outcomes (i.e., recidivism and Positive Youth Outcomes)?
- 3) Appropriate Resources – Information about youth population and optimal treatment dosage will be compared with the types of programs the agency has in operation. OYA will use the results of this comparison to identify where the resource gaps exist and what additional services are needed to most effectively serve youth. This component has far-reaching effects and potentially could inform program referral and acceptance decisions, initial program development, and forecasting what type of beds are needed to adequately serve future youth.

PEC COMPONENT 5: COST EFFECTIVENESS/COST AVOIDANCE

This component of the model is similar to the cost savings or cost avoidance model developed by the Washington State Institute of Public Policy (WSIPP). It can determine for every dollar spent or invested in programs, how many dollars are saved by youth not returning to the criminal justice system. During the past several years, the state of Oregon has been working with EcoNorthwest and an economist from the Criminal Justice Commission (CJC) to further develop this component. Factors used in the cost avoidance model include the cost of incarceration (hard dollars for food and shelter), price per crime for victims, police arrests, and court costs. Information from this subcomponent provides the ability to estimate the return on investment when placing a youth in a particular program.

NEXT STEPS WITH THE PEC

OYA will continue developing the various components of this model. Subcommittees for each of the PEC subcomponents have identified the current state, limitations to the ideal state, potential barriers to the ideal state, quality control measures, and a number of other important factors. By 2013, implementation plans will be developed and will reflect action steps that will mitigate risks and threats while capitalizing on the strengths of the current system.

It is important to note that further development of the PEC and statewide implementation will require a significant number of resources (i.e., building a data warehouse, establishing a statewide fidelity system, adopting and implementing pre/post test measures, etc.). However, OYA recognizes the tremendous value of such a model, as it provides a comprehensive picture of program effectiveness. OYA already has received national attention and interest in the Program Evaluation Continuum model from several other states. Investing resources to implement and sustain the PEC model will allow OYA youth to have the greatest potential for success in living crime-free, productive lives.

ACCOMPLISHMENTS DURING REPORTING PERIOD

OYA CLOSE-CUSTODY FACILITIES

Accomplishments during this reporting period include:

- Conducted 18 CPC reviews of close-custody facility living units.
- Developed, piloted, and expanded evidence-informed cognitive behavioral treatment curriculum for sex-offending youth in OYA close-custody facilities.
- Provided updated training opportunities for staff on cognitive behavioral interventions and various evidence-based treatment curricula.
- Implemented annual in-service training requirements for all direct care staff reflecting evidence-based and other best practices for management and therapeutic intervention with youth.

- Enhanced capacity for structured offender community re-entry through inter-agency collaboration and expansion of OYA-contracted transition programs.
- Improved tracking of youth participation in evidence-informed programming in OYA's Juvenile Justice Information System (JJIS).
- Increased access to college credit available to youth via dual credit programs, distance learning, and the Inside Out program in partnership with Portland State University.
- Expanded vocational certification programs including wastewater management, barbering, welding, horticulture, and culinary arts for high school graduates and youth over age 21.
- Added capacity for youth in transition facilities to participate in community-based work experience crews and private sector employment opportunities.

OYA COMMUNITY SERVICES

Accomplishments during this reporting period include:

- Conducted 21 CPC reviews of contracted community-based residential programs.
- Continued implementing plan to support evidence-based initiatives including establishing field standards, training, and quality assurance of principles of effective interventions.
- Continued with implementation of standardized reporting documentation for individual contracted treatment providers (i.e., initial assessments, treatment plans, monthly progress reports, and billings).
- Implemented regularly scheduled contract compliance reviews with individualized service contracts (including reviewing the use of evidence-based practices). The review process includes technical assistance to providers to ensure compliance and follow-up reviews at varying intervals or audits initiated depending on findings.
- Continued with the Second Chance Act Youth Offender Re-entry Grant to enhance the infrastructure to provide community support during juvenile parole. Grant activities are focused on planning for sustainability of re-entry models and activities developed as a result of this project.
- Established requirement that all community contracted providers are licensed to provide mental health treatment or certified to provide AOD treatment services to ensure compliance with the 2010 legislation.
- Continued with quality improvement activities focused on improving and supporting evidence-based interventions. Specific measures concerning the completion and relevance of the OYA Risk/Needs Assessment to case planning are being measured at the agency and local level to assist in monitoring and quality improvement of these activities. Other activities supported by evidence, such as youth engagement in school and/or work at transition, are being measured, and data will assist in identifying areas of potential improvement.
- Increased capacity and realigned residential care resources to address gaps in the continuum of services. Created capacity for behavioral stabilization and revocation alternative placements to decrease the need for more restrictive placements. These resources also provide for more consistent and swift interventions to address criminogenic needs.

- Began implementing Effective Practices in Community Supervision (EPICS) and the evidence-informed community supervision model developed by the University of Cincinnati. Coordinated three statewide sessions with the University of Cincinnati to train 90 staff from county juvenile departments and OYA. Of the 90 trained staff members, 10 were selected to be trained as EPICS trainers and are participating in train-the-trainer certification with the University of Cincinnati.
- Surveyed counties to identify barriers to tracking services in JJIS and began to assist counties in overcoming those barriers.
- Drafted a new JJIS policy regarding services tracking to strengthen standardization and reliability of service data.
- Developed a sustainability plan to monitor data integrity around services tracking.
- Developed two reports to assist counties in monitoring service tracking data entry.

METHODS FOR ASSESSING PROGRAM RESULTS

Since 2004, OYA has regularly conducted program reviews of all OYA close-custody facility units and contracted community-based residential programs to determine the degree to which programs adhere to the principles of effective correctional intervention. To do this, OYA uses the Correctional Program Checklist developed by Dr. Edward Latessa, with the University of Cincinnati.

OYA has developed a protocol that ensures programs scoring “Unsatisfactory” or “Needs Improvement” on the CPC are reviewed on an annual basis, while those scoring “Effective” or “Highly Effective” are reviewed every other year. This ongoing review process provides a comprehensive picture of program integrity and gives facilities opportunities for ongoing quality improvement.

Due to accumulated resource deficits, which inhibited the agency’s ability to conduct all scheduled reviews for the year, OYA chose to randomly select remaining programs for review during 2011-12, with the number of programs selected based on resources available for completion of reviews.

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

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

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

In 2005, due to the diversity of programming and specialized services offered by individual close-custody living units, the agency decided to review facility living units as separate “programs.” As a result, OYA began conducting CPC reviews on each living unit, to better highlight unit strengths and areas needing improvement. Similarly, OYA’s contracted community-based residential programs are assessed on an individual basis.

During the previous reporting period, OYA began the process of evaluating additional treatment moneys that qualify under the state statute. A summary of these assessment methods is provided in Figure 1.

PROGRAM AREA	ASSESSMENT METHOD
Close-custody facilities	<ul style="list-style-type: none"> • CPC results
Contracted community-based residential BRS programs	<ul style="list-style-type: none"> • CPC results
Individualized services: <ul style="list-style-type: none"> • Treatment providers • Community reintegration services and site-based transition services providers 	<ul style="list-style-type: none"> • Review of OYA contract applications to determine treatment modality, with a priority on evidence-based services • Ongoing quality control checks by treatment services coordinators and transition specialists to ensure compliance with contracts (use of evidence-based practices is required by contract)
County JCP Basic County Diversion	<ul style="list-style-type: none"> • Counties currently are required to use an automated tracking system to categorize correctional treatment services subject to SB 267

Figure 1: Summary of OYA program areas and corresponding assessment method.

PROGRAM RESULTS FOR REPORTING PERIOD

CLOSE-CUSTODY FACILITIES AND CONTRACTED COMMUNITY-BASED RESIDENTIAL PROGRAMS

Data from CPC reviews show 80 percent of close-custody facility units (N=25) and 98 percent of the OYA contracted community-based residential programs (N=45), reviewed during this period currently qualify as “Highly Effective” or “Effective.” It is important to note that new programs, which have not yet undergone a CPC review, were not included in these calculations (three facility units and 11 contracted community residential programs).

Since this law was enacted several years ago, OYA has demonstrated an overall increase in the percentage of its programs using evidence-based practices. However, while the percentage of contracted community residential programs meeting the CPC standard of “Highly Effective” or “Effective” has continued to increase, the agency has experienced a 14 percent decrease for close-custody facility living units meeting the evidence-based threshold. Two primary reasons for this decline include:

- Regular budget cuts have forced the agency to close several facility living units. Many of these units were highly functioning programs that house lower risk sex offending youth. Some of the remaining programs not subject to closures continue to struggle to achieve a minimum CPC score of “Effective.”
- Accumulated resource deficits have inhibited the agency’s ability to conduct all scheduled reviews for the year. Therefore, OYA chose to randomly select remaining programs for review during 2011-12. This random sampling method may not be representative of all OYA programs, but rather, may have included a greater number of programs that did not meet the evidence-based practices threshold.

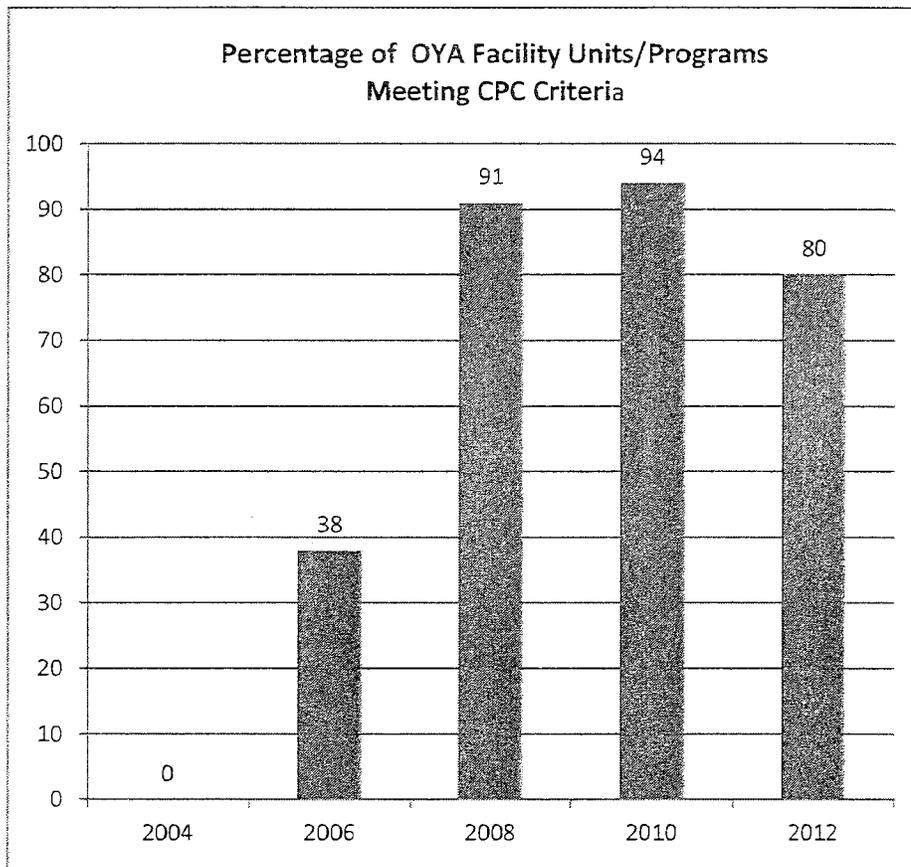


Figure 2: Percentage of OYA close-custody living units subject to SB 267 rating “Highly Effective” or “Effective” on the CPC, indicating the program is using research-proven practices (N=25 in 2012).

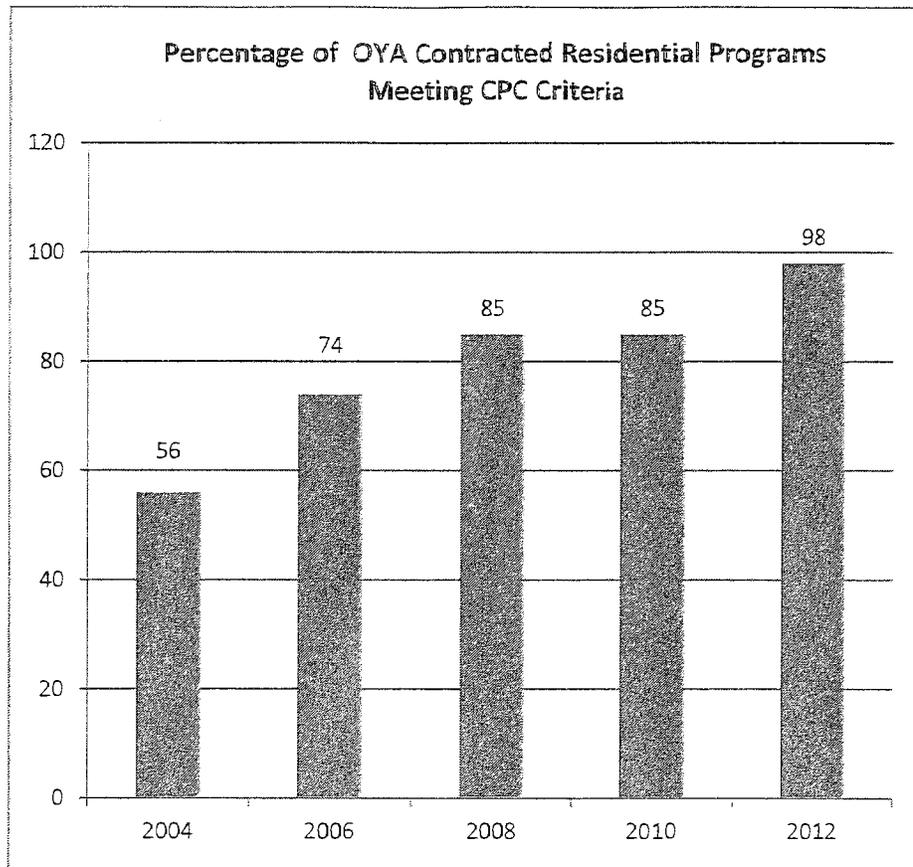


Figure 3: Percentage of contracted community-based residential programs rating “Highly Effective” or “Effective” on the CPC, indicating the program is using research-proven practices (N=45 in 2012).

INDIVIDUALIZED SERVICES: TREATMENT PROVIDERS AND COMMUNITY REINTEGRATION SERVICES AND SITE-BASED TRANSITION SERVICES PROVIDERS

OYA community treatment contracts include providers who offer mental health, sex offender treatment services, and drug and alcohol treatment for youth who do not have other health care resources (including OHP). Provider applications, contracts, and standardized service documentation all require that services provided to OYA youth be evidence-based. Contract compliance reviews consist of randomly selecting case files and reviewing for completeness, accuracy, and timeliness.

Between July 1, 2010, and June 30, 2012, OYA held 63 contracts with community service providers, who provided 5,601 hours of services to youth. By provider self-report, all have indicated that the services being provided are evidence-based. Contract compliance reviews showed that 84 percent of the service hours provided met contractual requirements. A graphic representation of these results is provided in Figure 4.

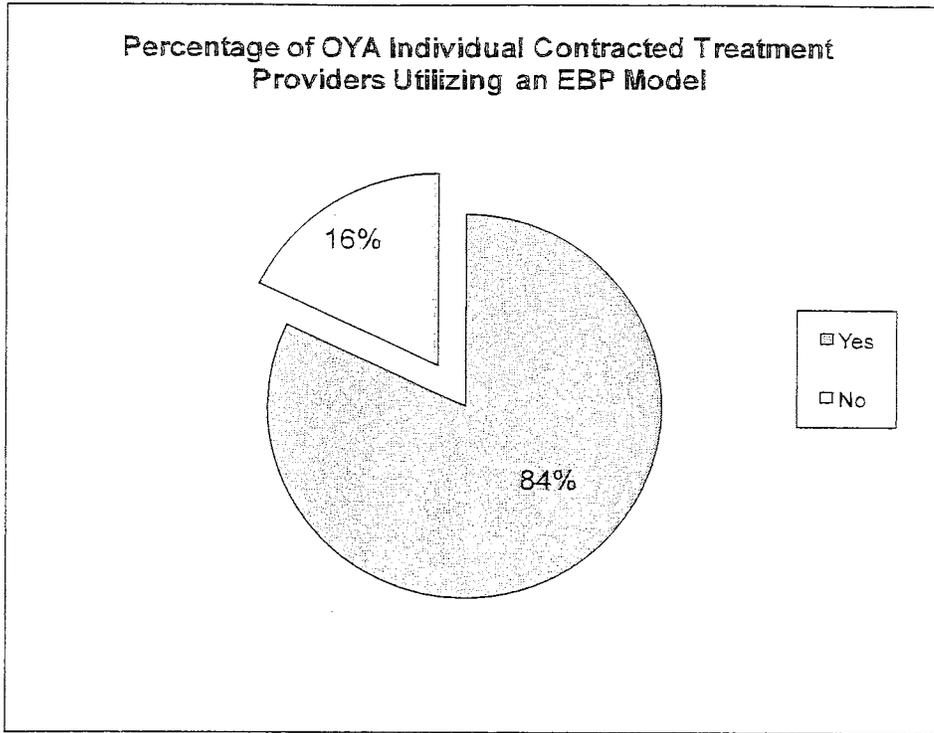
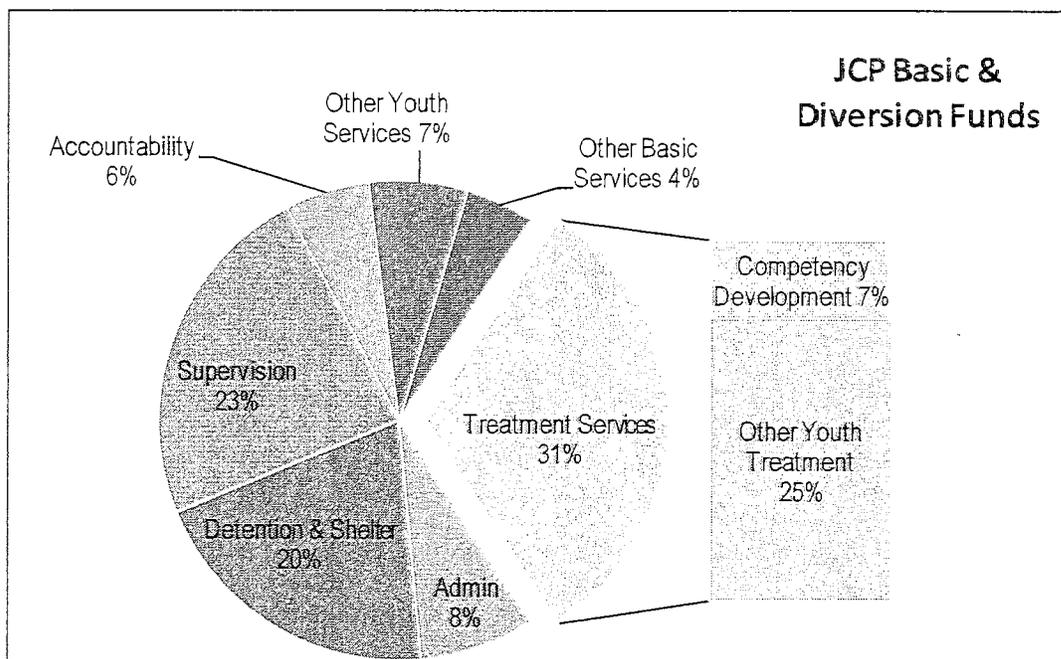


Figure 4: Percentage of OYA contracted treatment service hours using evidence-based treatment with youth.

JCP BASIC AND COUNTY DIVERSION PROGRAMS

County juvenile departments receive General Fund assistance to provide contracted services at the local level. During 2011-13, approximately \$17.2 million was provided to counties for this purpose. Almost 32 percent (\$5.4 million) of the funding is being used for youth treatment services that are subject to SB 267 requirements (Figures 5 and 6 below). OYA does not review or evaluate county programs for evidence-based effectiveness. Therefore, for the purposes of this report, no dollars were considered to be evidence-based.



Report Category	Diversion and JCP Basic
Admin	\$ 1,319,398
Detention & Shelter	3,474,647
Supervision	4,044,026
Accountability	972,923
Other Youth Services	1,140,614
Other Basic Services	792,012
Competency Development *	1,174,925
Other Youth Treatment *	4,262,206
Grand Total	\$ 17,180,751

Figures 5 and 6: Percentage of JCP Basic and County Diversion funds spent by counties on youth treatment.

* Funds subject to SB 267.

OYA BUDGET FOR EVIDENCE-BASED SERVICES

OYA spends 70 percent of state funds and 75 percent of total funds subject to SB 267 on evidence-based programming, as defined by SB 267. These results fall slightly below the statutory target of 75 percent.

The 2011-13 Legislatively Adopted Budget for OYA includes the following funding levels:
 \$300.3 million Total Funds
 \$250.0 million General Fund

The total budget amount displayed below includes programs determined by the agency as subject to ORS 182.515-182.525 per SB 267:
 \$70.6 million Total Funds
 \$48.1 million General Fund

Figures 7 and 8 show the percentage of program expenditures meeting the evidence-based standard by program type and fund type.

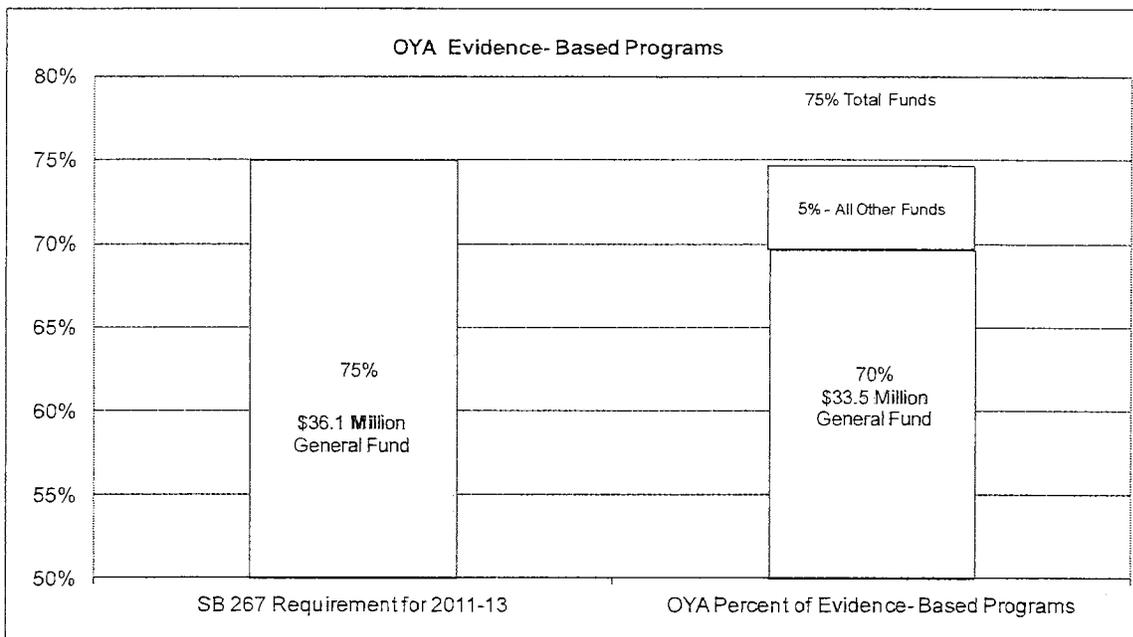


Figure 7: Approximately 70 percent of the state General Fund and 75 percent of Total Funds spent on programs subject to SB 267 will be spent on evidence-based programming during the 2011-13 biennium.

Oregon Youth Authority
Summary of Expenditures Subject to SB 267

Dollars in millions

	TOTAL FUNDS	FUND TYPE	
		General Fund	Federal & Other Funds
Facility Services:			
Total Program Expenditures subject to SB 267	\$ 24.7	\$ 24.7	-
Evidence-Based Program Expenditures	\$ 17.6	\$ 17.6	-
Percentage of Total Expenditures Evidence-Based	71%	71%	-
Community Services:			
Total Program Expenditures subject to SB 267	\$ 45.9	\$ 23.4	\$ 22.5
Evidence-Based Program Expenditures	\$ 35.5	\$ 15.9	\$ 19.6
Percentage of Total Expenditures Evidence-Based	77%	68%	87%
Agency Total			
Total Program Expenditures subject to SB 267	\$ 70.6	\$ 48.1	\$ 22.5
Evidence-Based Program Expenditures	\$ 53.1	\$ 33.5	\$ 19.6
Percent of Program Evidence-Based	75%	70%	87%

Figure 8: The percentage of OYA’s budget allotted to “evidence-based programming” broken out by close-custody and community-based services.

COST-EFFECTIVENESS

As previously mentioned, OYA will continue developing the Program Evaluation Continuum (PEC) model, which includes a cost-avoidance component. The agency expects the Criminal Justice Commission to continue playing a critical role in further developing this PEC component.

PRIORITIES FOR 2013-15

OYA's priorities for next biennium are to:

- Increase the percentage of OYA treatment resources devoted to evidence-based practices to meet or exceed SB 267 requirements.
- Further develop and implement the Youth Reformation System, which includes the Program Evaluation Continuum model.
- Fully implement Collaborative Problem Solving, including training facility staff, community staff, and community partners on the model, and establishing formal business practices in facilities.
- Develop and implement pre- and post-testing for all OYA-approved curricula.
- Further develop and implement a statewide fidelity system to ensure adherence to curriculum and cognitive behavioral treatment models.
- Provide Applied Suicide Intervention Skills Training (ASIST) and Suicide Care training for all facility QMHPs and Treatment Services supervisors.

From the results of the CPC reassessments conducted to date, OYA has determined a number of program areas to target prior to submitting its September 2014 report:

- More effectively match youth placements to treatment using newly developed predictive risk tools and typology information.
- Complete implementation of OYA's cognitively based sex-offender curriculum.
- Secure resources to adequately provide technical assistance and training in the areas of treatment service delivery, clinical supervision, group facilitation, and other areas.
- Organize workgroups composed of residential providers and county partners to refine matching youth to community programs/interventions based on risk, need, and responsivity factors.
- Continue to provide updated training to OYA staff, community partners, and county partners on evidence-based practices.
- Continue to implement the federal juvenile re-entry transition grant.
- Adopt and implement the PEC, including adopting pre/post testing of youth and establishing a formal statewide fidelity system.
- Train additional staff on 7 Step Problem Solving and other process improvement tools to streamline processes.

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Report to the Oregon Legislature

Gang Transition Services (GTS): Effectiveness of Services to High-Risk Gang-Involved Youth Across Multnomah County

January 30, 2013

I. Introduction: What is Gang Transition Services (GTS)?

Gang Transition Services (GTS) funds are dollars located in the Oregon Youth Authority budget that support programs and services implemented by Multnomah County Department of Community Justice (DCJ) Juvenile Services Division and the coordinated response of law enforcement through the East Metro Gang Enforcement Team (EMGET).

Multnomah County Gang Transition Services is the only juvenile criminal justice funding program focused on youth of color on probation. These services are critical in keeping youth in the community and avoiding costly OYA commitment. Partnership between DCJ and community-based organizations is a core GTS strategy. Nearly 50% of GTS funding goes to community-based organizations to provide culturally specific services aimed at meeting the needs of high-risk youth in their own communities.

The goals of GTS funds are to reduce juvenile crime and to reduce the over-representation of minority youth from Multnomah County committed to OYA facilities.

Data indicate that GTS-funded services in 2012 have produced successful outcomes for difficult to serve, high-risk gang-involved youth who are on juvenile probation. Four out of five youth receiving GTS services (81%) were assessed to be at high or medium risk to re-offend. Our outcomes are as follows:

- **Nearly three out of four GTS youth completed the program.** Seventy three percent (73%) of the young people served by GTS programs completed their programs.
- **Nearly nine out of ten youth served did not recidivate while in the program.** Eighty-nine percent (89%) of youth in GTS programs did not recidivate while in the program.
- **GTS funding has played a key role in reducing the over-representation of minority youth in OYA facilities.** Nearly all of the youth (96%) served by GTS programs were not committed to OYA close custody while in the program.

II. What Services Do Multnomah County Gang Transition Services Funds Support?

GTS Provides a multi-pronged response to the problems of high-risk gang-involved youth who are on probation.

- **Resource Intervention Services to Empower (RISE) Unit:** RISE provides probation supervision to high-risk, gang-involved offenders using strategies that are tailored to each youth's issues, strengths, needs, culture and environmental influences.

RISE focuses on the highest risk offenders and their families by utilizing Functional Family Probation Services (FFPS), an evidence-based case management model that has proven results in reducing recidivism and promoting accountability among juvenile offenders.

In partnership with the Community Healing Initiative Team, Juvenile Court Counselors (JCC) develop probation case plans that establish enforceable expectations and address victim restitution. Along with holding gang-involved youth accountable through specialized supervision and sanctions, Juvenile Counselors coordinate treatment and interventions designed to address anti-social behavior. Skill building, mentoring, intensive family-based counseling, culturally appropriate services, community support systems, educational advocacy and the incorporation of positive age appropriate activities are all used to counter gang involvement.

RISE also partners with the police, Adult Parole/Probation Officers (PPO) and the community to gather intelligence that helps dismantle gang activity.

- **Community Healing Initiative (CHI):** CHI is a family- and community-centered collaboration designed to stop youth and gang violence in Multnomah County by addressing its root causes. This collaborative paradigm between the County's Department of Community Justice (DCJ), Department of County Human Services (DCHS), and community based providers is a joint system responsibility that entails shared financial resources and investments, shared system outcomes and shared risk.

CHI provides culturally specific services to medium and high risk African American and Latino youth and their families. CHI applies supervision/suppression, intervention, and prevention strategies to youth and families who have recent involvement with high risk activities and behaviors relevant to violence/gun violence. Each family receives a comprehensive assessment and individualized family service plan. Services are tailored to meet a family's individual needs and integrated in a manner that reduces and prevents gang violence. A network of public safety and social service agencies, and community-based organizations known as the CHI Team, build service capacity, promote integrated case management, increase connection to ethnic communities in the metropolitan area, and augment community safety. The CHI Team focuses on sustainability through fostering family and community ownership and empowerment. Services are evidence-based, culturally specific and family oriented. The family service plans address criminogenic needs that most closely link with recidivism and youth violence.

The goals of CHI are to prevent high risk youth of color from committing new crimes and penetrating further into the justice system. Culturally competent, strength-based programs that are delivered in homes and the community are shown to be most effective with disenfranchised youth. All the work conducted through CHI prevents unnecessary and expensive detainment in correctional facilities

- **Juvenile Detention Alternatives:** Juvenile detention alternatives in the form of short-term shelter and residential placements protect the public by safely supervising identified high risk youth in the community. Many of these youth are Latino and African American juvenile offenders. By placing these youth in culturally appropriate placements (short-term shelter

care or treatment foster care), the disproportionate confinement of minority youth drops significantly. GTS-funded shelter and residential placements are effectively serving the highest-risk gang-involved youth, preventing more expensive youth correctional facility commitments each year while ensuring public protection.

- **Community Detention/Electronic Monitoring:** One of the key components for supervision of pre-adjudicated, at risk youth is to allow for qualified youth to remain at home or in community placements while awaiting the court process. The Community Detention / Electronic Monitoring (CD/EM) program provides supervision and support to assure public safety and the youth's presence for court hearings while reserving the use of costly detention bed spaces for higher risk youth. This program also serves as an immediate sanction for youth who have gone to court and need additional support to assure compliance with probation. The goal of the program is for each youth to comply with the court ordered release conditions, appearing for all court hearings and not reoffending.

GTS funds important law enforcement activities in East Multnomah County through the East Metro Gang Enforcement Team (EMGET).

- **EMGET:** This partnership reduces the impact of criminal street gangs on the citizens, schools, businesses and neighborhoods of the Cities of Gresham, Troutdale, Wood Village and unincorporated areas of East Multnomah County. EMGET includes a partnership between the City of Gresham Police Department, The Multnomah County Sheriff's Office, and other East County law enforcement agencies. EMGET accomplishes five major goals to reduce gang activity:
 1. Provides a high level of coordinated law enforcement;
 2. Locates and identifies individuals affiliated with criminal street gangs;
 3. Gathers and shares intelligence information related to criminal street gang activity;
 4. Investigates crimes associated with criminal street gangs;
 5. Provides an increased level of police presence in known or suspected ceremonial street gang affected areas.

EMGET activity in 2012 includes the following:

- 6678 Community Contacts
- 86 New Gang Members Documented
- 181 Felony Arrests
- 21 Weapons Seized
- 1196 Contacts with Suspected Gang Members/ Gang Associates
- 101 Cases Referred to the District Attorney
- 89 Misdemeanor Arrests
- 14 Public Presentations

III. Multnomah County Gang Transition Services Are Effective

As the following table illustrates, GTS funded services are producing positive outcomes among high-risk youth.

Outcomes	Percent
Successfully Completed the Program	73%
No new criminal referral while in the program	89%
Was Not Committed to the Youth Correctional Facility while in the program	96%

IV. Conclusion

- ✓ GTS funding provides an important source of targeted intervention services for high-risk and gang-affected youth in Multnomah County.
- ✓ GTS services are improving outcomes for the youth served through those funds and are reducing juvenile crime.
- ✓ GTS services help reduce minority over-representation in the juvenile justice system.
- ✓ GTS services conserve state resources by preventing commitments to more expensive youth correctional facilities.

ACRONYMS

A&D	Alcohol and Drug	JPO	Juvenile Parole and Probation Officer
ADA	Americans with Disabilities Act	LEDS	Law Enforcement Data System
ADP	Average Daily Population	LOS	Length of Stay
ADPICS	Advanced Purchasing and Inventory System	MYCF	MacLaren Youth Correctional Facility
AFSCME	Association of Federal, State, County & Municipal Employees	NCYCF	North Coast Youth Correctional Facility
AG	Attorney General	Non-PICS	Payroll costs not generated by Position Inventory Control System
BFOQ	Bona fide Occupational Qualifications	OCCF	Oregon Commission on Children & Families
BRS	Behavioral Rehabilitation Services	OCYCF	Oak Creek Youth Correctional Facility
CAF	Children, Adult and Families	ODE	Oregon Department of Education
CCM	Community Case Management	OEA	Office of Economic Analysis
CO	Capital Outlay	OF	Other Funds
COLA	Cost of Living Adjustment	OHA	Oregon Health Authority
COP	Certificate of Participation	OMHAS	Office of Mental Health and Addiction Services
CPC	Correctional Program Checklist	OPE	Other Payroll Expenses
CPI	Consumer Price Index	ORBITS	Oregon's Budget Information Tracking System
CRB	Citizen Review Board	ORS	Oregon Revised Statute
DAS	Department of Administrative Services	OVRS	Office of Vocational Rehabilitation Services
DBA	Discretionary Bed Allocation	OYA	Oregon Youth Authority
DHS	Department of Human Services	PbS	Performance-based Standards
DMAP	Department of Medical Assistance Programs	PICS	Position Inventory Control System
DOC	Department of Corrections	POP	Policy Option Package
DOJ	Department of Justice	PS	Personal Services
DPSST	Department of Public Safety Standards and Training	PREA	Prison Rape Elimination Act
EBL	Essential Budget Level	PSR	Public Safety Reserve
ECHO	Effective Communication with Handicapped Offenders	QMHP	Qualified Mental Health Professional
EEO/AA	Equal Employment Opportunity, Affirmative Action	RFP	Request for Proposal
EOYCF	Eastern Oregon Youth Correctional Facility	RMS	Random Moment Sample

ACRONYMS

FC	Foster Care	RVYCF	Rogue Valley Youth Correctional Facility
FF	Federal Funds	S&S	Services and Supplies
FFT	Functional Family Therapy	SEIU	Service Employees International Union
FTE	Full-Time Equivalent	SFMS	State Financial Management System
GED	General Education Diploma	SP	Special Payments
GF	General Fund	SPD	Seniors and People with Disabilities
GLC	Group Life Coordinator	TF	Total Funds
HVAC	Heating, Ventilating and Air Conditioning	YCEP	Youth Correctional Education Programs
HYCF	Hillcrest Youth Correctional Facility	YCF	Youth Correctional Facility
JCAHO	Joint Commission on Accreditation of Healthcare Organizations	YWTP	Young Women's Transition Program
JJIS	Juvenile Justice Information System		