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2012

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

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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 responsivity;
- 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.

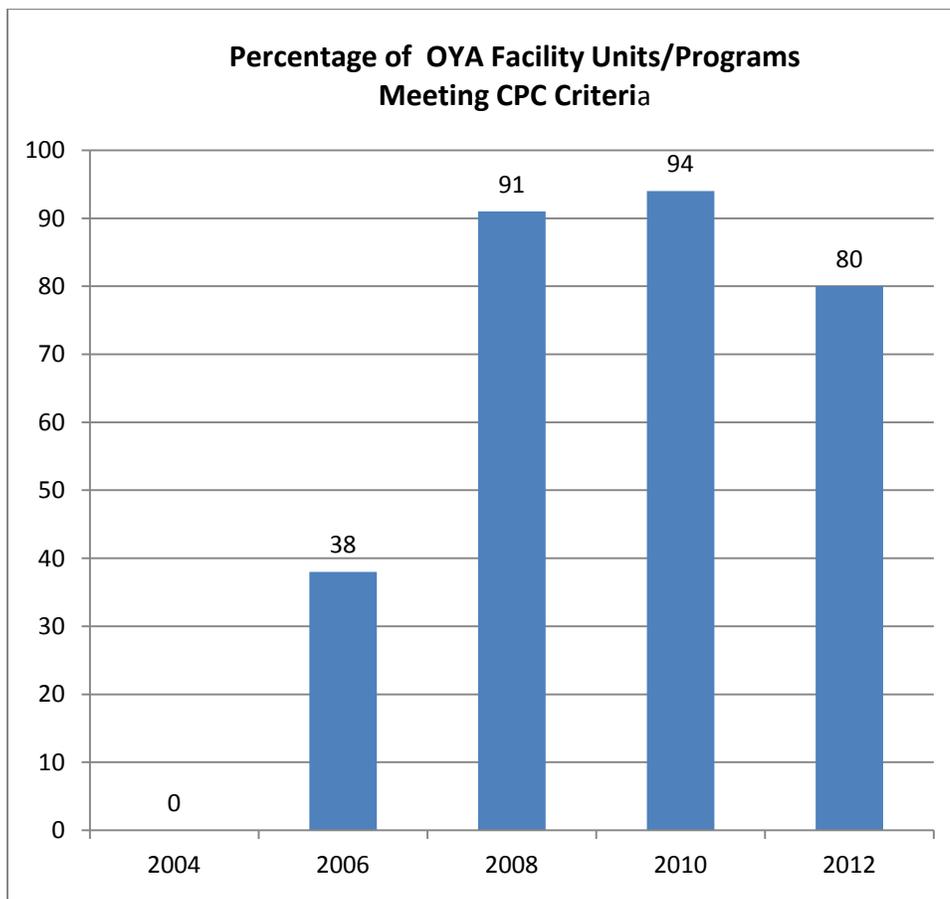


Figure 2: Percentage of OYA close-custody living units subject to SB 267 rating “Highly Effective” or “Effective” on the CPC, indicating the program is using research-proven practices (N=25 in 2012).

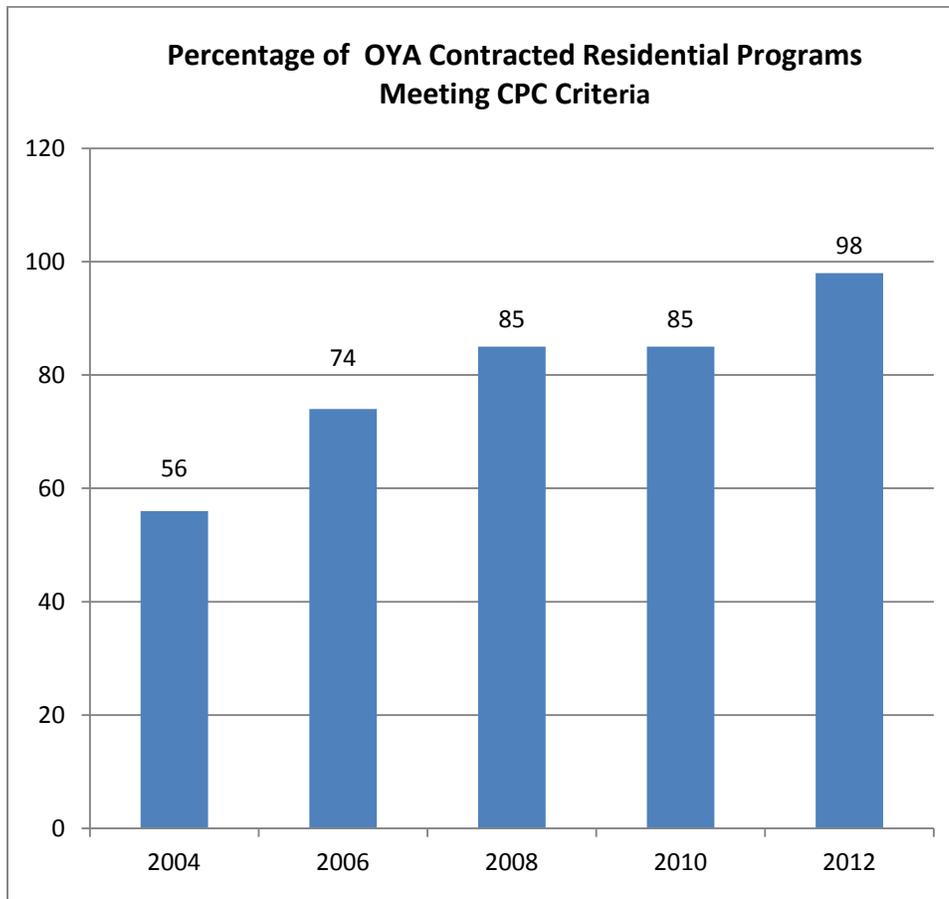


Figure 3: Percentage of contracted community-based residential programs rating “Highly Effective” or “Effective” on the CPC, indicating the program is using research-proven practices (N=45 in 2012).

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.

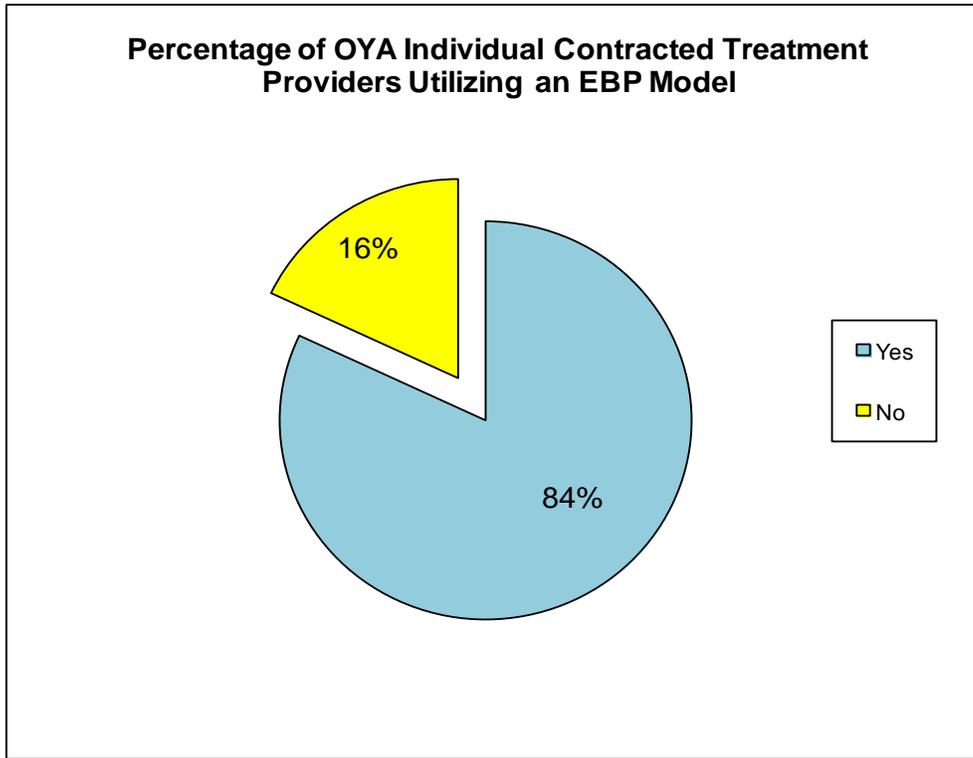
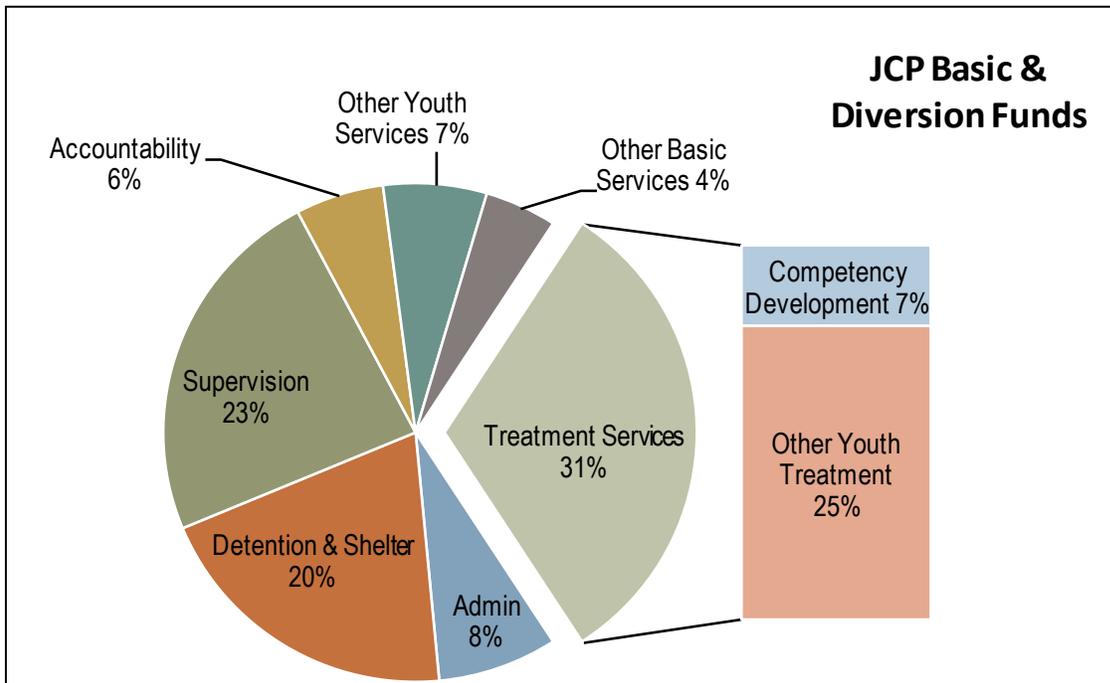


Figure 4: Percentage of OYA contracted treatment service hours using evidence-based treatment with youth.

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.

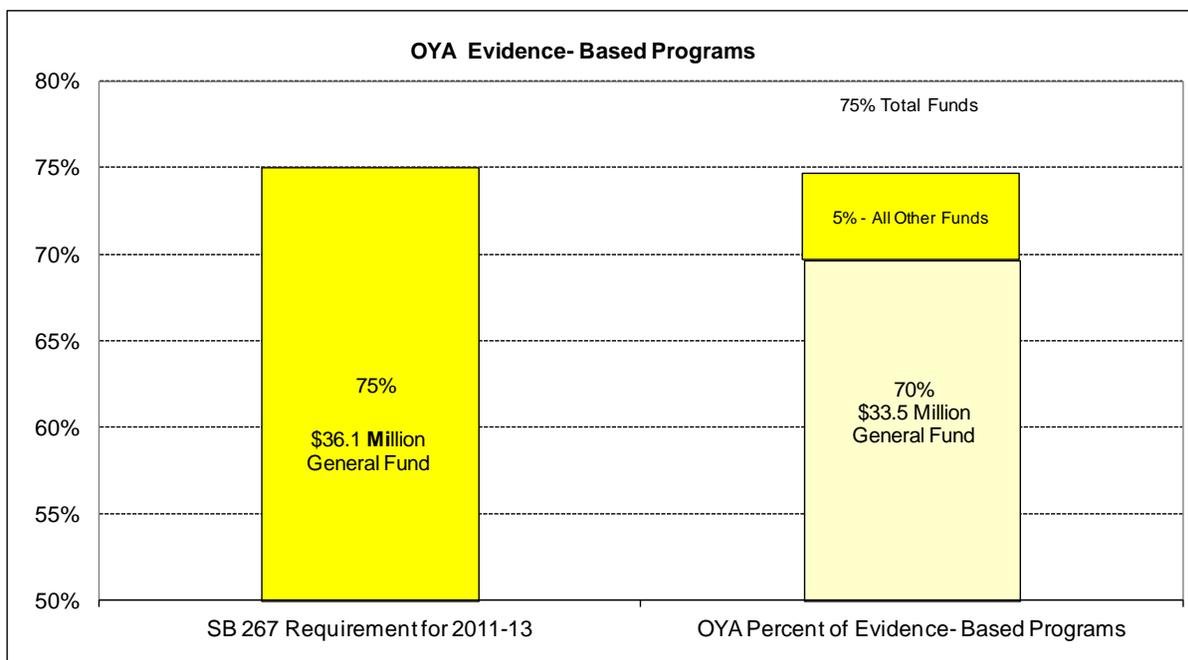


Figure 7: Approximately 70 percent of the state General Fund and 75 percent of Total Funds spent on programs subject to SB 267 will be spent on evidence-based programming during the 2011-13 biennium.

Oregon Youth Authority
Summary of Expenditures Subject to SB 267

<i>Dollars in millions</i>	FUND TYPE		
	TOTAL FUNDS	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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