YOUTH AUTHORITY, OREGON

Annual Performance Progress Report (APPR) for Fiscal Year (2010-2011)

Original Submission Date: 2010

Finalize Date: 9/1/2011

2010-2011 KPM #	2010-2011 Approved Key Performance Measures (KPMs)
1	ESCAPES - Number of escapes per fiscal year.
2	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.
3 a	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities
3 b	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field
4 a	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. a) Facilities
4 b	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. b) Field
5 a	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities
5 b	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field
6	INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.
7	CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission.
8	EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.
9	COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan.
10	SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement.
11	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.

2010-2011 KPM #	2010-2011 Approved Key Performance Measures (KPMs)
12 a	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months).
12 b	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months).
12 c	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months).
13 a	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months).
13 b	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months).
13 c	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months).
14	CUSTOMER SERVICE- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2011-2013
	Title: **Rationale:**

YOUTH AUTHORITY, OREGON	I. EXECUTIVE SUMMARY

Agency Mission: The Mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

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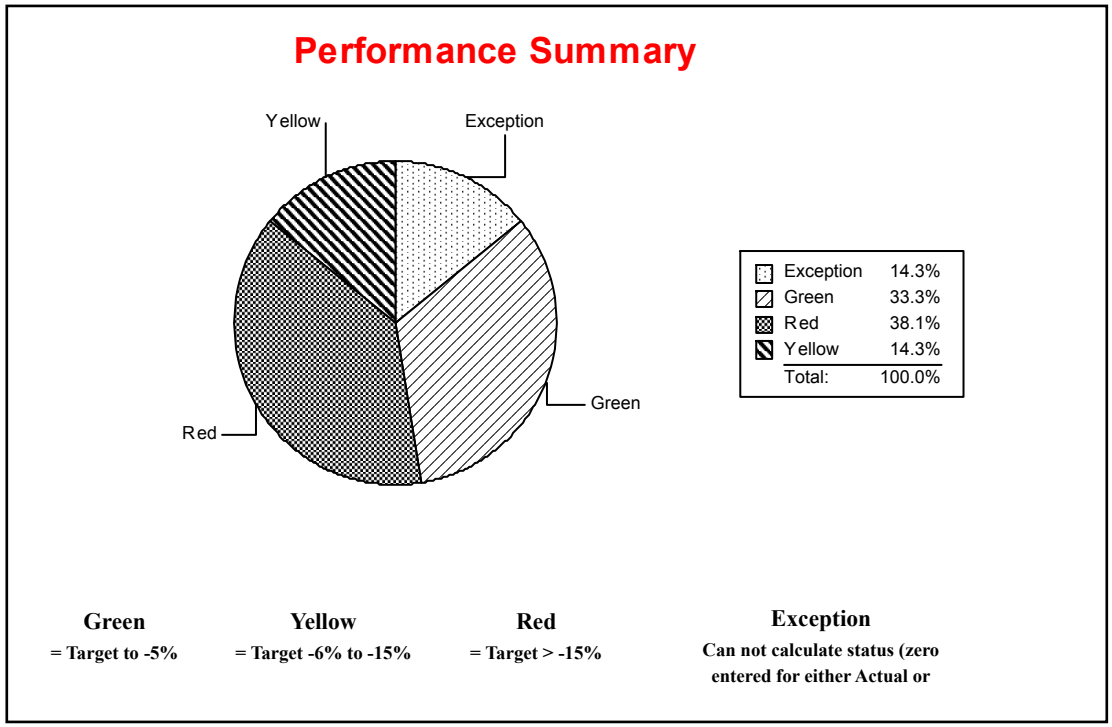


1. SCOPE OF REPORT

The Oregon Youth Authority (OYA) is building a more effective juvenile corrections continuum of services through a system of continuous program assessment and quality improvement. This includes improvements to the methods and tools the agency uses to measure performance and evaluate programs, activities, and outcomes. All agency activities are intended to achieve the OYA mission: To protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

The OYA Key Performance Measures (KPMs) address all OYA reformation program areas and the agency's ability to consistently provide evidence-based correctional treatment to youth based on assessments of criminogenic risk and needs. Additionally, the performance management system includes measures designed to ensure the safety of youth in OYA custody as well as youth and family satisfaction with the services provided. These performance measures enable OYA to more accurately report progress in achieving its mission. The KPMs also measure the most important area of OYA performance: OYA parole and probation recidivism (KPMs 12 and 13). OYA uses KPMs to monitor agency progress in key areas with the goal of reducing the rate of youth re-offense.

2. THE OREGON CONTEXT

Senate Bill 1 established OYA in 1995. As the agency responsible for state-level juvenile corrections services, OYA is charged with protecting the public by holding youth offenders accountable and providing opportunities for youth reformation. OYA helps improve public safety by promoting positive change in youth behavior through supervision, graduated sanctions, correctional treatment, and skills training (social, educational, and vocational) to reduce the likelihood that youth will commit more crime. As mandated by state law, OYA exercises legal and physical custody of youth offenders committed to OYA by juvenile courts; exercises physical custody of young offenders who have been committed to the custody of the Department of Corrections by adult courts; provides community-based services and supervision to youth offenders; and provides facility-based services and supervision to youth offenders and youth convicted of adult crimes. The goal of facility-based correctional treatment, education, and vocational training is to provide youth with the skills needed to successfully transition back into their communities. Complementing facility programs, community-based parole and probation services are provided to youth offenders committed to the state's custody for supervision and services in each of Oregon's 36 counties. While OYA has limited influence on the juvenile arrest and referral benchmarks, it does work with partner agencies to positively affect these goals. Collaborative planning and management ensure that state and local service delivery efforts efficiently and effectively benefit all Oregon citizens.

3. PERFORMANCE SUMMARY

When analyzing trends over time, OYA clearly is making significant progress toward achieving Key Performance Measure targets. In FY 2011 OYA reached or outperformed targets on 33.3 percent of its performance measures (coded as green); fell just short of meeting its targets on 14.3 percent of KPMs (yellow); and fell below its targets on 38.1 percent of its KPMs (red).

4. CHALLENGES

The key performance challenges OYA faced included:

Sustaining new approaches: OYA has continued to implement additional evidence-based curricula to effectively address the wide range of criminogenic risk factors (factors that are highly correlated with re-offense) exhibited by youth. Sustaining new practices always presents several challenges including maintaining well-trained staff as well as providing technical assistance and support. OYA continues to focus much effort on sustaining and monitoring the fidelity of implemented

evidence-based practices.

Staff training: A significant amount of ongoing training must occur to ensure that field and facility staff remain well-versed in new systems and evidence-based correctional treatment approaches. The agency faces the challenge of balancing the time needed for training while fully staffing each of the facilities and field offices at the appropriate operational level.

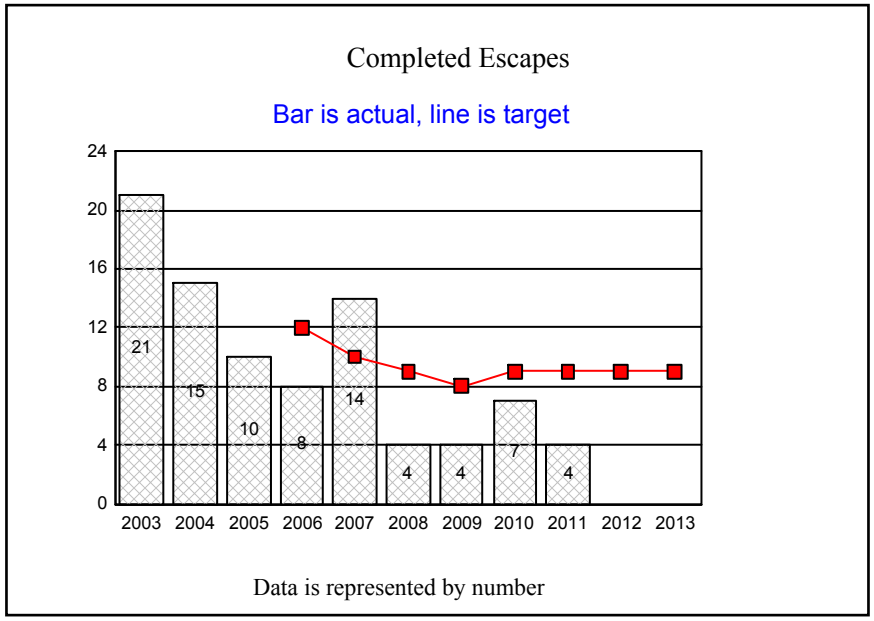
Transition to community: Research shows that at points of transition youth often are at high risk to re-offend. With this understanding, OYA continues to focus a great deal of effort to ensure that timely and complete documentation, involvement of appropriate personnel, and coordination of services are all in place before, during, and after transition. Securing sufficient resources to support these efforts often stands as a challenge to successfully ensuring a smooth transition process for all youth.

Documentation practices: OYA has developed software for staff to document work activities. This software is used to track and analyze data for the performance measures. Many of the documentation processes are new and evolving. Staff still are learning how to use the software and developers are making continual improvements to the software.

5. RESOURCES AND EFFICIENCY

The legislatively adopted budget for fiscal year (FY) 2010-11 was $301,750,765 Total Fund and $257,469,820 General Fund.

KPM #1	ESCAPES - Number of escapes per fiscal year.	2003
Goal	YOUTH CUSTODY AND SUPERVISION Maintain custody of youth admitted to facilities by preventing unauthorized exit.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 258d	
Owner	Karen Daniels, Assistant Director, Facilities Services 503-373-7238	



1. OUR STRATEGY

OYA efforts are directly related to preventing escapes from facility programs through a variety of means including:

* Using the risk/needs assessment tool to determine appropriate placements for youth offenders.
* Adhering to effective physical plant security procedures.
* Revising operational policy and procedures based on lessons learned from prior escapes if applicable.
* Emphasizing escape prevention during each facility's biennial safety/security review.

2. ABOUT THE TARGETS

OYA operated two levels of security and programming in its 900-bed close-custody facility system during FY 2011. The highest levels of security are maintained in seven youth correctional facilities where the expectation/target is zero escapes. In the four re-entry facilities, the cumulative target is set at nine. The differences in these targets reflects the reduced supervision level of youth in transition in re-entry facilities. These youth have opportunities for supervised community work, participation in academic and social activities in the community, and trial visits to community programs. These opportunities in the community increase the likelihood a youth will experience a successful transition but also pose a higher potential risk for escape.

3. HOW WE ARE DOING

FY 2011 data showed three fewer escapes than in 2010. The overall decline in the number and rate of completed escapes in the past seven years reflects the agency's continued emphasis on using the risk/need assessment tool to determine appropriate placement (i.e., higher risk youth are placed in more secure treatment units) and increased custody supervision. OYA has continued biennial safety/security peer reviews, which focus on security procedures and supervision of youth. The agency also continues to participate in the national Performance-based Standards (PbS) project, where security-related outcome data are regularly collected and evaluated, and action plans are put into place to address deficiencies.

4. HOW WE COMPARE

National data on youth escapes from facility custody are not available. However, OYA's participation in the PbS project allows for comparison of agency data to that of other participating agencies. OYA facilities consistently show low rates of escape. This demonstrates security performance that is better than the PbS average, based on 198 participating facilities in 28 states, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2011.

5. FACTORS AFFECTING RESULTS

Attempts to escape from highly secure youth correctional facilities are rare, reflecting exceptional physical plant security and attention to staff training on security procedures. OYA also acknowledges the importance of community activities in its transition programs and the inherent elevated potential escape risk that accompanies youth participation in community transition activities. Youth involved in these activities are nearing transition to community settings, and it is crucial that these youth are afforded opportunities to develop and practice skills under supervision in the community. These factors make complete elimination of escapes in transition programs unlikely; and, in fact, data reflecting zero escapes could indicate an extremely conservative approach to transition that would prevent OYA youth from having opportunities to learn new skills that prepare them for life in the community.

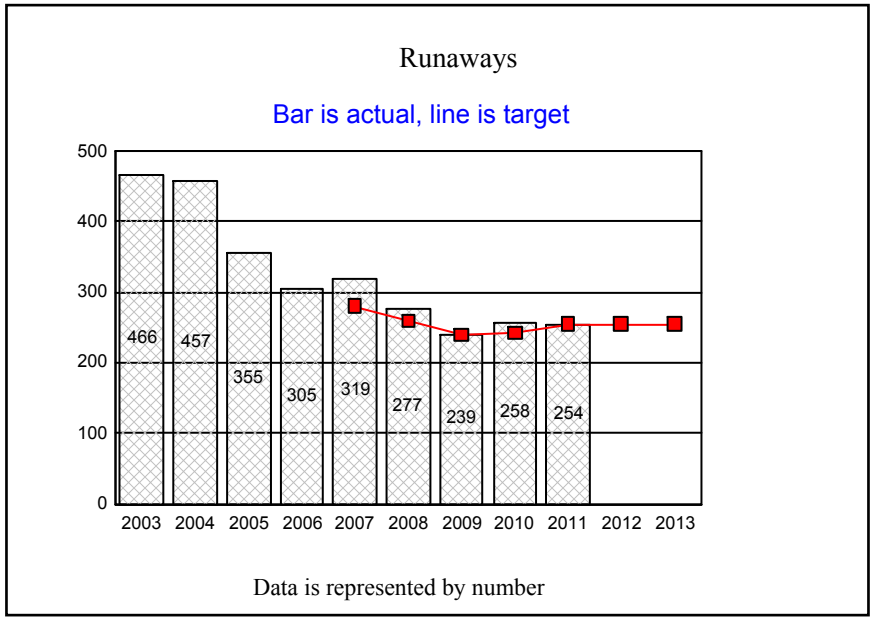
6. WHAT NEEDS TO BE DONE

* Continue to review and debrief after escapes or attempted escapes, including discussion of findings and recommendations documented for potential programmatic modification.
* Research, train staff on, and implement gender-specific interventions addressing coping skills and self-advocacy.
* Continue to refine and review the risk-assessment system to ensure that youth considered for transition placement represent acceptable risk for escape.
* Continue to focus attention on the definition and communication of living unit profiles, including inclusionary and exclusionary criteria for each unit.
* Continue training on the Multi-Disciplinary Team approach, emphasizing the agency goal of appropriate placement decisions matching youth profiles to appropriate programming.
* Continue to emphasize safety, security, and skill development in staff training.
* Fully implement the agency quality improvement plan (Unit Improvement Plan) detailing action steps to decrease the number of escapes, injuries and other incidents.
* Regularly monitor status of escapes by contacting family, friends, and other persons who may know the location of an escaped youth.

7. ABOUT THE DATA

This information is being reported for FY 2011. Facility staff record incidents of escape in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of escape incidents, the reports provide rates of escape to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. As OYA capacity ebbs and flows based on budget, it will be increasingly important to consider the rate of escapes in addition to the number of escapes as called for by the measure. During FY 2011, OYA served 1,333 youth in close-custody facilities, creating 305,089 days of opportunity for youth to escape. In total, there were four escapes reported, resulting in a rate of .01 escapes per 1,000 person-days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #2	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.	2003
Goal	YOUTH CUSTODY AND SUPERVISION Maintain custody of youth placed in community programs by preventing unauthorized exit.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 258d	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

OYA attempts to limit the number of incidents of runaways from OYA community programs through:

* Matching youth risk levels to programs through a standardized assessment process.
* Encouraging and supporting the use of evidence-based treatment curricula in community residential programs.
* Reviewing incidents of runaways with providers and determining strategies for improvement.
* Engaging youth and family in the collaborative process of developing comprehensive case plans to ensure youth "buy in" on placement.
* Maintaining OYA contract language requiring a minimum of 13 hours per week devoted to behavioral rehabilitative services, including skill development, for contracted community residential programs.
* Working with providers to develop inherent and frequent rewards for youth participating in the program as well as improving intervention and prevention strategies used with youth.
* Creating a retention plan for providers to implement when warning signs of an impending run are present.
* Using the Multi-Disciplinary Team (MDT) participants to clearly communicate expectations to youth and implement swift and certain sanctions for runaways.
* Increasing contact with families and persons with potential knowledge of runaways' location.

2. ABOUT THE TARGETS

This KPM represents actual numbers of youth who abscond for periods of more than four hours from supervision in community settings, including from residential treatment, foster care, and home visits. The targets reflect a slight increase beginning in this fiscal year to adjust for demand forecast increases in community bed capacity and youth population over the next biennium.

3. HOW WE ARE DOING

Data show there were 254 runaway episodes during FY 2011, meeting the target of 255 or fewer.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA has employed a number of strategies aimed at reducing runaways in the last eight years. This includes implementing evidence-based programming as discussed below. OYA uses a standardized risk/needs assessment to effectively match youth needs with placement options. In addition, MDT meetings are

held every 90 days to discuss youth needs and to review the youth's individualized case plans. These meetings involve youth, parents, assigned OYA Juvenile Parole/Probation Officer (JPPO), the community residential provider, and other treatment staff. A key component of this process involves outlining specific transition activities. This forward-thinking approach aims to ensure youth are ready for transition, which includes the goal of decreasing the likelihood youth will run from community settings. Research shows youth engagement with education and/or vocational services is related to a decreased risk for youth runaway. OYA continues to focus efforts in this area through the MDT process and through collaboration with Vocational Rehabilitation Services and the Oregon Department of Education. Every effort is made to positively engage youth in school as quickly as possible when leaving close custody and any time the community placement changes. Youth runaways from foster care and proctor care are reviewed on a monthly basis to monitor progress in this area. In addition, to further prevent runaway incidents, foster and proctor parents receive ongoing training to enhance their supervision skills and awareness of pre-run conditions.

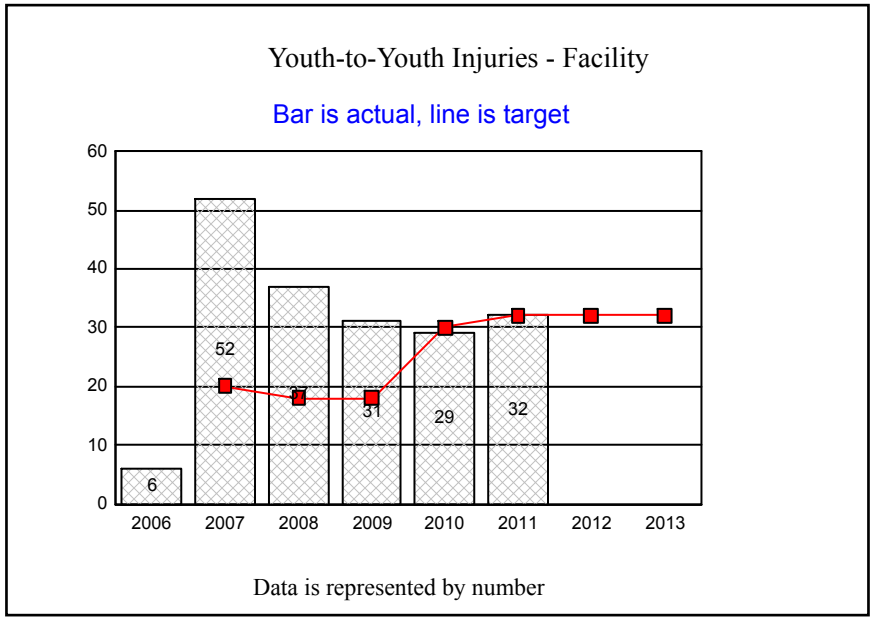
6. WHAT NEEDS TO BE DONE

* Continue matching youth to placement and interventions in community settings based on their risk to re-offend.
* Continue to review and debrief specific runaway or attempted runaway incidents, including discussion of findings and recommendations documented for potential programmatic modification.
* Place greater emphasis on follow-up of youth on runaway status by ensuring documented monthly contact with persons who might have knowledge of youth's whereabouts.

7. ABOUT THE DATA

This information is being reported for FY 2011. Field staff record incidents of runaway in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of runaway incidents, the reports provide runaway rates to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. During the next biennium as OYA bed capacity ebbs and flows based on budget, it will be increasingly important to consider the rate of runaways in addition to the number of runaways as called for by this measure. During FY 2011, OYA served 1,093 youth in residential and foster care placements, creating 179,964 days of opportunity for youth to run away. In total, there were 254 runaways reported, resulting in a rate of 1.40 runs per 1,000 person-days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #3a	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
Owner	Karen Daniels, Assistant Director, Facilities Services 503-373-7238	



1. OUR STRATEGY

Establish an environment where values of positive communication, non-violence, and respect for self and others are emphasized through:

* Leadership and staff training in cognitive behavioral approaches that focus on teaching youth anger control, problem-solving, and prosocial interaction skills.
* Staff supervision that promotes safety and structure.
* Effective use of OYA's offender behavior management system.
* Cognitive behavioral interventions for youth and treatment curricula focusing on improving anger control, problem-solving and prosocial skills, and reducing aggressive behavior toward others.
* Staff bahavior that role-models appropriate positive social interactions on the living units.
* Screening that ensures volunteers, contractors, and mentors perform in a manner that aligns with OYA's mission.

2. ABOUT THE TARGETS

Changes to the agency's definition of youth-to-youth injury in 2005 made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by other youth and is an important measure of youth-to-youth interaction. When redefining the KPM, the agency anticipated that the current target, established in FY 2006, would grossly underestimate the actual number of injuries that count toward the KPM. The targets were readjusted to 30 for FY 2010 and 32 for FY 2011, which reflect more realistic targets for this type of youth injury.

3. HOW WE ARE DOING

The agency achieved its goal in FY 2011 for 32 or fewer incidents of youth-to-youth injuries in facilities. The actual number of injuries was 32. OYA's third year of data collection on this measure reflected a relatively low number of injuries in light of the 800+ youth in close custody on any given day. Although the agency strives for no youth-to-youth injuries in facilities, many OYA youth have been identified as needing anger-management training. OYA addresses these needs through evidence-based programming and thereby aims to reduce these types of injuries.

4. HOW WE COMPARE

Comparative data are not available. Unlike this OYA key performance measure, Performance-based Standards (PbS) outcome measures relating to youth injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation, and other minor mishaps. OYA facilities consistently have shown very low rates of injury to youth. This suggests safety performance better than the average rate for PbS project participants, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2011.

5. FACTORS AFFECTING RESULTS

OYA continues to make progress in successfully attaining one of its key initiatives: establishing evidence-based treatment approaches in all close-custody facilities that emphasize communication skills development, prosocial thinking patterns, and positive interactions among youth. Staff continue to receive training in the delivery of these correctional treatment curricula as well as in verbal de-escalation and behavior management techniques. Beginning in 2010, OYA implemented a revised behavior management system to hold youth accountable for negative behavior and provide incentives for positive behavior. Additionally, in 2008, OYA developed definitive program criteria to improve treatment unit assignment decisions based on youth risk, need, and responsivity factors. These steps all are intended to create environments best suited for positive change in youth and to maintain safe and respectful living situations.

6. WHAT NEEDS TO BE DONE

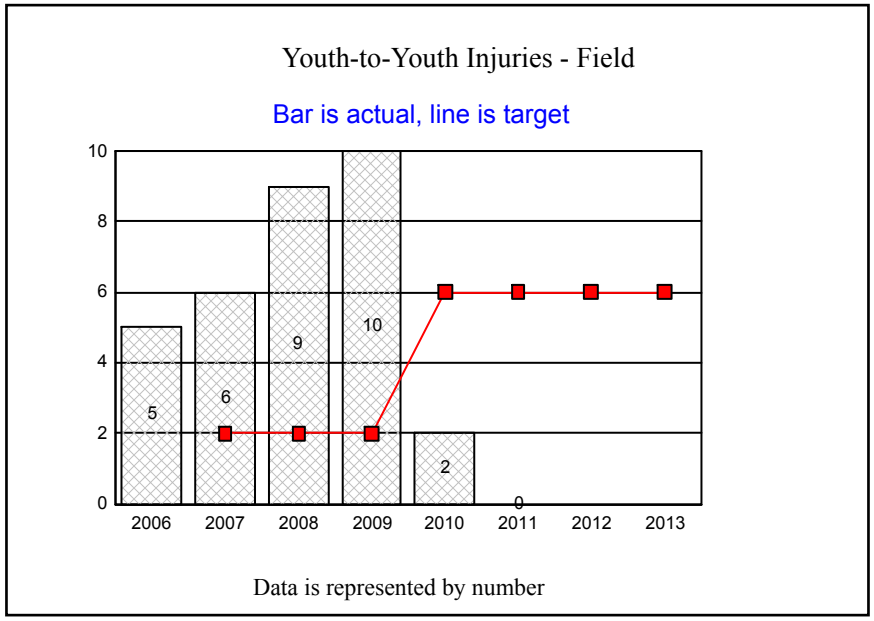
* Continue to emphasize safety and positive skill development in OYA facility programs.
* Continue to refine the agency's assessment process to ensure that youth profiles and concerns are properly identified.
* Increase emphasis on matching youth to treatment services based on criminogenic risk and needs.
* Continue to emphasize safety and verbal de-escalation in staff training as well as promote the development of staff skills that best position staff to promote positive youth progress.
* Emphasize the use of the automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data to evaluate youth injuries, including location, activity, and related factors.
* Continue to review at the executive level incidents that result in significant injury to youth to determine what corrections or improvements may be necessary.
* Continue to support agency implementation of evidence-based cognitive behavioral treatment programs in all youth correctional facilities, including ongoing monitoring of treatment provided.
* Broaden and refine the implementation of the Aggression Replacement Training curriculum in youth correctional facilities.
* Continue developing strategies to promote staff retention to foster rapport with youth and better ensure youth safety.
* Implement evidence-based gang prevention curriculum in all close-custody facilities.
* Continue to use the agency's institutional behavioral management matrix to better intervene and predict potential behavioral issues.

7. ABOUT THE DATA

This information is being reported for FY 2011. Injuries counted for this measure occur in close custody and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm, and must require medical attention beyond routine first aid. Facility staff record injury data using the YIR in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of

incidents of injury, the reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. During FY 2011, OYA served 1,333 youth in close-custody facilities, creating 305,089 days of opportunity for youth-to-youth injuries. In total, 32 injuries were reported, resulting in a rate of .10 injuries per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #3b	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

* Continue to provide training to OYA staff and contracted providers that focuses on teaching youth anger control, problem solving and prosocial interaction skills

through cognitive behavioral interventions.
* Continue to identify youth at high risk for anger control issues and develop strategies to prevent incidents from occurring.
* Maintain appropriate supervision of and provide support to youth in the community.
* Continue to formally survey youth in community programs about safety twice per year.

2. ABOUT THE TARGETS

Changes to the agency's definition of youth-to-youth injury in 2005 made this measure more meaningful and relevant to tracking youth safety. This performance measure focuses on injuries to OYA youth caused by other OYA youth and is an important measure of youth-to-youth interaction. When redefining the measure, the agency anticipated that the current target, which was established in FY 2006, might underestimate actual number of injuries. After reviewing data for FYs 2006-2008, the agency re-evaluated KPM targets and established aggressive, yet realistic, targets for FYs 2010-2011 to reduce this type of youth injury. All youth injuries will continue to be documented and addressed through local processes, with the agency's highest priority placed on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

OYA had no incidents of youth-to-youth injuries in community settings during FY 2011. OYA has far exceeded its goal of six or fewer incidents.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA continues to work with residential programs and foster care providers to deliver effective treatment interventions. Enhanced treatment modalities consist of problem-solving and skill development, as well as teaching prosocial thinking to youth. Prosocial skills training improves youth coping skills and contributes to the limited number of youth-to-youth injuries. Additionally, within foster care, ongoing training to foster parents and increased supervision standards have assisted in keeping youth-to-youth injuries to a minimum. OYA contracts require community residential programs to report all youth injuries. The OYA Community Resources Unit (CRU) regularly monitors all incidents. The CRU staff follow-up with programs as needed after all incidents and corrective action plans are generated. This form of monitoring and quality improvement contributes to the low number of youth-to-youth injuries in residential settings.

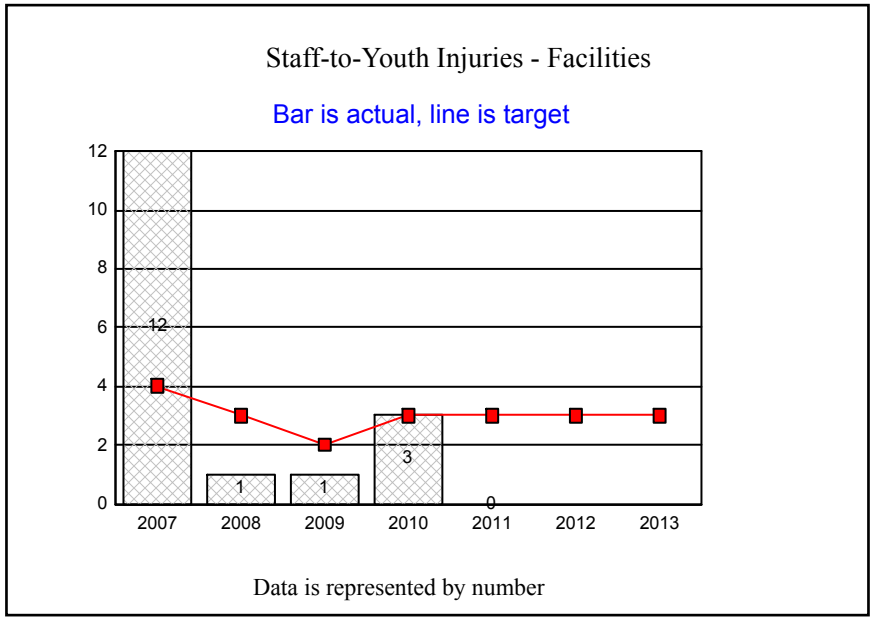
6. WHAT NEEDS TO BE DONE

* Continue to evaluate and monitor youth-to-youth incidents on a regular basis.
* Continue to provide assistance and training to agency providers (e.g., foster parents, contracted community residential providers, etc.) with focus on proactive behavioral management intervention techniques such as verbal de-escalation.
* Continue to implement and support use of evidence-based interventions, targeting anger management and prosocial skills training.
* Encourage community providers to continue developing strategies to promote staff retention, resulting in experienced staff working with youth offenders.

7. ABOUT THE DATA

This information is being reported for FY 2011. Injuries counted by this measure occur while under residential or foster care supervision and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm and must require medical attention beyond routine first aid. Probation/Parole staff record injury data using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of incidents of injury, the reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. During the next biennium as OYA bed capacity ebbs and flows as a result of the budget, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During FY 2011, OYA served 1,093 youth in residential and foster care placements, creating 179,964 days of opportunity for youth-to-youth injuries. There were no injuries reported. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #4a	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. a) Facilities	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 378	
Owner	Karen Daniels, Assistant Director, Facilities Services 503-373-7238	



1. OUR STRATEGY

Establish an environment where values of positive communication, non-violence, and respect for self and others are emphasized through:

* Staff training emphasizing verbal de-escalation skills and approaches to working with youth as a means of minimizing physical intervention.
* Staff behavior that role-models appropriate, prosocial interactions on the living units.
* Staff supervision that promotes safety and structure.
* Cognitive behavioral interventions to youth and treatment curricula focused on improving anger control, problem-solving skills, prosocial skills, and reduction in aggressive behaviors toward others, thereby preventing high-risk injury incidents.
* Use of the agency's institutional behavioral management matrix to better intervene and predict potential behavioral issues.

2. ABOUT THE TARGETS

Recent changes to the agency's definition of staff-to-youth injury have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by interaction with OYA staff and is an important measure of the agency's ability to achieve goals relating to youth interaction. When redefining the KPM, the agency anticipated that the target, established in FY 2006, would underestimate the actual number of injuries. After reviewing data for FYs 2008-2009, the agency re-evaluated KPM targets and established aggressive, yet realistic, targets for FYs 2010-2011 to reduce this type of youth injury.

3. HOW WE ARE DOING

FY 2011 marked the fourth year in which the agency used a stricter definition of injury. With zero staff-to-youth injuries in facilities, the agency has exceeded the target of three. Nevertheless, OYA will continue to emphasize the refinement of staff verbal de-escalation skills and, when necessary, use safe physical intervention techniques on which staff are formally trained.

4. HOW WE COMPARE

Comparative data for this KPM are not available because the Performance-based Standards (PbS) outcome measures relating to injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation, and other minor mishaps. OYA facilities consistently have shown very low rates of injury to youth. This suggests safety performance better than the average rate for PbS project participants.

5. FACTORS AFFECTING RESULTS

OYA continues to make progress in successfully meeting one of its key initiatives: establishing evidence-based treatment approaches in all close-custody facilities that emphasize communication development and positive interactions between youth and staff. Staff continue to receive training in the delivery of these

curricula as well as in verbal de-escalation and behavior management skill development. Additionally, OYA has implemented a revised policy on time out, isolation, special program placements, and behavioral management guidelines. As staff become more knowledgeable and proficient in these new tools, the agency expects continued reduction in the number of physical interventions, thus reducing injuries resulting from physical interventions. OYA also is developing more defined program and population criteria to improve program assignment decisions that match youth based on risk, needs, and responsivity factors. These steps all are intended to create environments best suited for positive change in youth and to maintain safe and respectful living situations. In instances where staff must physically intervene, the agency continues to emphasize that staff are trained to respond in a manner that minimizes the chance of injury to youth or themselves. Staff skills are evaluated and training is provided on a continuum that includes personal protection, verbal de-escalation, youth escort, physical intervention and group control techniques. A review of all incidents of physical intervention coupled with developing corrective action plans also contributes to a minimum number of staff-to-youth injuries.

6. WHAT NEEDS TO BE DONE

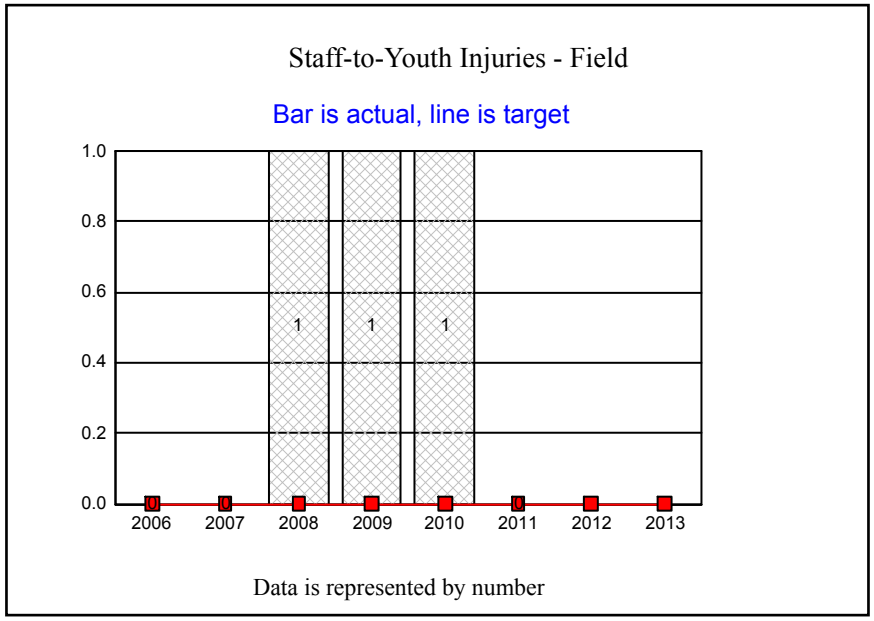
* Continue to emphasize safety and positive skill development in facility programs.
* Continue to refine the agency's system of assessing risk and needs to ensure that youth profiles and concerns are properly identified.
* Emphasize matching youth with appropriate services and approaches when making treatment unit decisions.
* Emphasize safety and verbal de-escalation in staff training as well as the development of skills that best position staff to support the positive growth and transition readiness of the youth in their charge.
* Emphasize the use of the automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data to evaluate youth injuries including location, activity, and related factors.
* Continue to review at the executive level incidents that result in significant injury to youth to determine what corrections or improvements are needed.
* Continue educating youth regarding their rights and how to report an incident where they believe they have been injured or abused in any way by an OYA staff (i.e., contacting the OYA Professional Standards Office).

7. ABOUT THE DATA

This information is being reported for FY 2011. Injuries counted for this measure include youth injured by staff in close custody where the injury required medical attention beyond routine first aid. Facility staff record injuries using the Youth Incident Report in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of incidents of injury, the reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the PbS method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. During the next biennium as OYA bed capacity ebbs and flows as a result of the budget, it will

be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During FY 2011, OYA served 1,333 youth in close-custody facilities, creating 305,089 days of opportunity for staff-to-youth injuries. There were no injuries reported. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #4b	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. b) Field	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 378	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

* Provide training (including verbal de-escalation techniques) to OYA Juvenile Parole/ Probation Officers (JPPOs), foster care certifiers, and foster care parents

on personal and youth safety.
* Formally survey youth regarding personal safety twice per year.
* Regularly monitor, review, investigate, and document all staff-to-youth injury incidents and develop corrective action steps to minimize risk to youth and staff.
* Provide technical assistance to contracted residential providers to prevent incidents and ensure youth safety.

2. ABOUT THE TARGETS

Previous changes to the agency's definition of staff-to-youth injury have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to OYA youth caused by interaction with OYA staff and contracted providers. OYA supports a goal of zero injuries to youth by staff. All youth injuries will continue to be documented and addressed through local processes, with the agency's highest priority placed on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

The OYA experienced no injuries to youth by staff during 2011.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA has well-established protocols for managing youth who demonstrate out-of-control behaviors while placed with community providers. These procedures include OYA field staff requesting assistance from local law enforcement, if necessary. Additionally, OYA contracts require that community residential programs report all incidents of youth injuries. On a monthly basis, the OYA Community Resources Unit (CRU) monitors all incidents using a comprehensive database. CRU staff follow-up with programs after all incidents, and corrective action plans are generated as needed. Similarly, the OYA Foster Care Manager reviews all incidents of youth injuries in foster care on a regular basis. This form of monitoring and oversight has contributed to the minimal number of staff-to-youth injuries in community settings. OYA policies and local procedures clearly outline appropriate and effective processes, trainings, and resources to ensure that parole/probation staff and providers have adequate tools to safely intervene when a youth's behavior escalates. OYA has put considerable effort into developing relationships with local law enforcement agencies, juvenile departments, and mental health providers to make certain appropriate levels of intervention match youth needs.

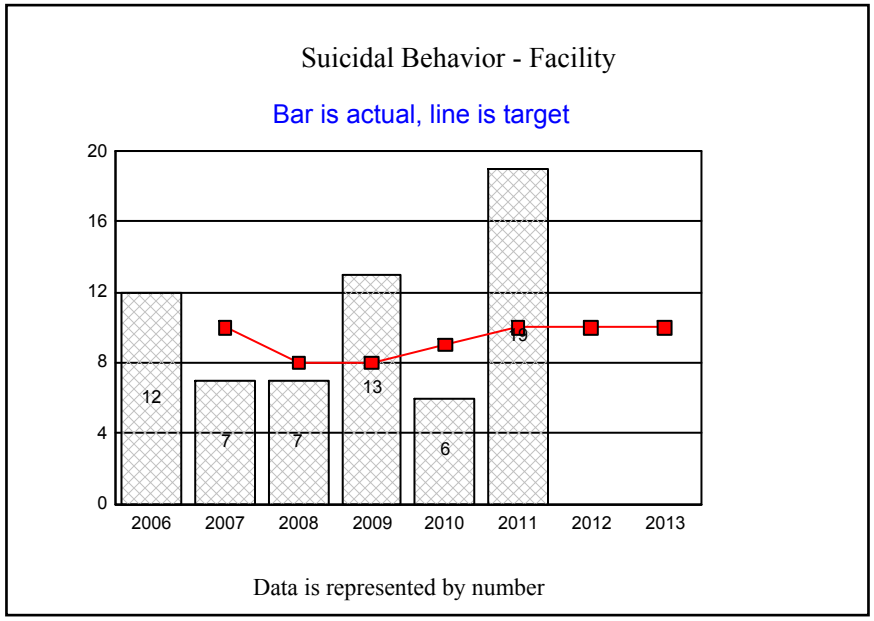
6. WHAT NEEDS TO BE DONE

* Continue to train field staff and providers in verbal de-escalation skills, modeling appropriate non-aggressive interactions.
* Ensure JPPOs receive training and updates on the correct use and application of secure travel restraint devices.
* Continue educating youth about their rights and how to report abuse or injury by an OYA staff member or contracted provider.
* Review incidents that result in significant injury to youth to determine what corrections or improvements are needed.
* Continue to investigate all reports of OYA staff and community provider misconduct through the OYA Professional Standards Office (PSO).
* Continue to offer training opportunities to OYA staff and contracted providers focusing on comprehensive supervision techniques, safety, verbal de-escalation skill development, and how to create/ensure a safe environment.

7. ABOUT THE DATA

This information is being reported for FY 2011. Injuries counted for this measure include youth injured by staff while under residential or foster care supervision where the injury requires medical attention beyond routine first aid. Youth field injuries are recorded using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation office extracts and reports the data on a quarterly basis. In addition to discrete counts of incidents of injury, rates of injury are calculated monthly to allow for meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a residential or foster care placement. During the next biennium as OYA bed capacity ebbs and flows, it will be important to consider the rate of injuries, while also reporting the number of injuries as called for by this measure. During FY 2011, OYA served 1,093 youth in residential and foster care placements, creating 179,964 days of opportunity for staff-to-youth injuries. There were no injuries reported. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #5a	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities	2006
Goal	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
Owner	Dr. Marcia Adams, Assistant Director, Health Services, 503-986-0349	



1. OUR STRATEGY

Establish an environment where all facility staff are formally trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing

suicide risk. Strategies for successfully reducing suicidal behavior and attempts include:

* Assessing all youth in a timely fashion and at transition points, which present a time of elevated risk for suicidal behavior.
* Providing appropriate interventions and monitoring of youth assessed at significant risk of suicidal behavior to ensure their safety.
* Providing annual training to all staff on suicide prevention. New employees receive eight hours of training on suicide prevention and intervention.
* Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated.

2. ABOUT THE TARGETS

This measure was redefined to focus on suicidal behavior judged by expert clinicians to be serious in nature and warrant tracking at the highest level. The targets established reflect a relatively low expectation of this type of suicidal behavior in an environment that research shows to be high risk. OYA, with the assistance of national experts and Oregon youth advocates, has an established suicide-prevention plan. The agency's priority on screening, prevention, and early intervention are reflected in the targets. All self-harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health and correctional treatment interventions. The agency will continue to place the highest priority on maintaining safe environments for all youth and staff. Targets for FYs 2009-2011 had been adjusted to reflect a planned increase in close custody capacity. However, due to budget constraints, this additional capacity was not implemented.

3. HOW WE ARE DOING

In comparison to data from previous years, we have had an increase in suicidal behavior. The increase in suicidal behavior could be due to:

a) Increasing number of youth in close-custody facilities with significant mental health diagnoses;
b) Difficulty accessing adult mental health services for youth age 18 and older in hospital settings for crisis situations, so the youth remains in a close-custody facility where the condition may be more difficult to manage;
c) Due to a lack of mental health resources in the community, youth with mental health diagnoses who are paroled re-enter OYA close custody when they exhibit behaviors attributable to poorly controlled mental health conditions; and
d) Female youth are more likely to make suicidal gestures because they are more likely to have significant mental health conditions and trauma history upon entering close custody.

4. HOW WE COMPARE

National data on youth suicidal behavior while in facility custody are not available. However, OYA's participation in the Performance-based Standards (PbS) Project allows for comparison of agency data to that of other participating agencies. The PbS outcome measures for suicidal behavior reflect any youth behavior, regardless of type or severity, that results in self-harm. OYA facilities consistently show low rates of suicidal behavior. This demonstrates security performance that is better than average for agencies participating in the PbS Project, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2011.

5. FACTORS AFFECTING RESULTS

By their very circumstance, youth placed in close-custody facilities are at a higher risk of suicidal behavior. Risk is elevated when youth who have a history of substance abuse, mental illness, and suicidal behavior are placed in a structured environment and separated from their community support systems. OYA has consulted with national experts on youth suicide and established a suicide-prevention policy grounded in best practice and the current body of research on this subject. Staff are trained annually on the agency's suicidal behavior policy. Screening and assessment protocols regularly are reviewed by OYA clinical leadership in order to update and improve idenitification and treatment of high-risk youth. OYA uses the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), and Inventory of Suicide Orientation-30 (ISO-30) as additional sources of information in making determinations about youth suicide risk.

6. WHAT NEEDS TO BE DONE

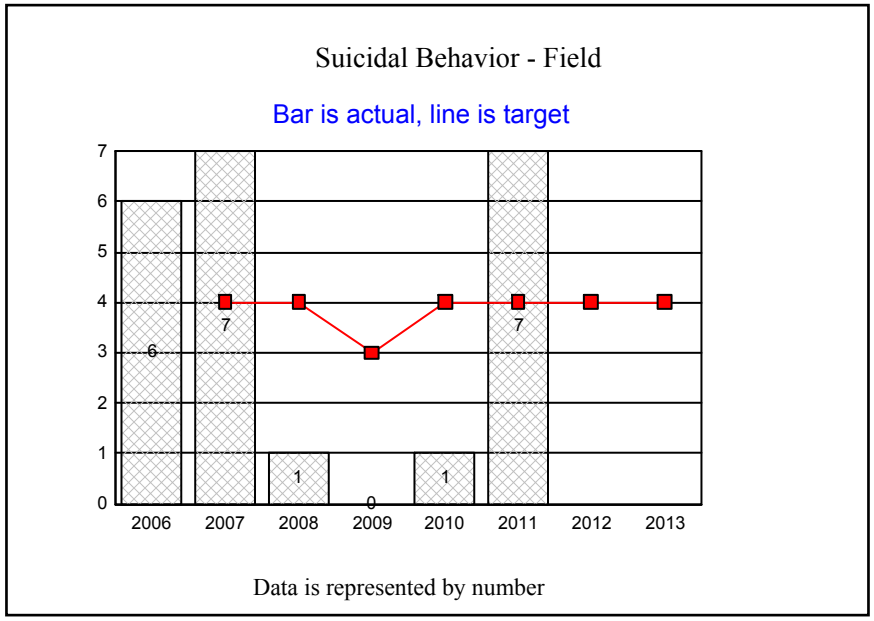
* Continue to emphasize youth safety in facility programs.
* Continue to refine the agency's system of screening and assessment to ensure that youth risks are properly identified.
* Continue to place youth assessed at elevated suicide risk on suicide precaution levels that call for intervention and monitoring until risks are reduced.
* Increase emphasis on matching youth with appropriate correctional and behavioral treatment services and unit placements based on risk, need, and responsivity factors.
* Emphasize safety in staff training and maintain readiness to respond to youth exhibiting suicidal thoughts or behavior.
* Continue to provide mental health treatment when needed.
* Continue to review incidents that result in significant suicidal behavior in youth in order to determine trends and what corrective actions are needed.
* Continue to monitor the research literature on the assessment of and interventions for suicidal behavior.
* Develop process to have a clinical review of youth with mental health diagnoses before placement in isolation for behavior-related issues.
* Begin to implement trauma-informed care for severely mentally ill youth offenders to decrease the likelihood of suicidal behaviors.

* Provide frequent updated trainings for professional staff on suicide assessment.

7. ABOUT THE DATA

This information is being reported for FY 2011. This measure includes all youth in close-custody facilities. Suicidal behavior is defined as follows: Serious suicidal behavior resulting in significant tissue damage (i.e., probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., overdoses of meds, objects around neck where marks are left). Facility staff record incidents of suicidal behavior in JJIS as they occur, and the Behavioral Treatment Services Director subsequently reviews each incident. The OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of incidents of suicidal behavior, the reports provide rates of suicidal behavior to enable meaningful comparisons over time. Rates are calculated using the PbS method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. During FY 2011, OYA served 1,333 youth in close-custody facilities, creating 305,089 days of opportunity for incidents of youth suicidal behavior. In total, nineteen incidents were reported, resulting in a rate of .06 incidents per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #5b	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field	2006
Goal	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
Owner	Dr. Marcia Adams, Assistant Director, Health Services 503-986-0349	



1. OUR STRATEGY

Establish an environment where staff and partners are trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing suicide

risk. Strategies for successfully reducing suicidal behavior and attempts include:

* Assessing all youth in a timely fashion and at transition points, particularly when youth are transferred to community programs, which are times of elevated risk for suicidal behavior.
* Providing appropriate interventions and monitoring of youth assessed at significant risk of suicidal behavior to ensure their safety. Currently, OYA's Training Academy holds four Applied Suicide Intervention Skills Trainings (ASIST) per year for all staff. Contracted providers are encouraged to attend these training sessions. New employees receive eight hours of training on suicide prevention and intervention.
* Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated.

2. ABOUT THE TARGETS

Based on analysis of data obtained from FYs 2008 and 2009, the target was set at four. This measure has been recently redefined to focus on suicidal behavior judged by clinicians to be serious in nature and to warrant tracking at the highest level. OYA, with assitance from national experts and Oregon Youth Advocates, has an established suicide-prevention plan. OYA's priority in screening, prevention, and early intervention are reflected in the targets. The FYs 2012-2013 targets have taken into consideration the planned increase in community residential bed capacity.

3. HOW WE ARE DOING

Despite the consistent emphasis on suicide awareness and prevention, OYA has noticed an increase in the number of serious suicidal behavior incidents. During FY 2011, there were seven incidents that met the threshold for serious suicidal behavior. Despite the increase, it is still a low number compared to the number of youth in the system. OYA continues to focus efforts on youth safety and suicide prevention, and has consulted with national experts on youth suicide. The agency has established suicide-prevention policy grounded in best practice and the current body of research on this subject.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA's Behavioral Treatment Services Director reviews all incidents of suicidal behavior to determine if the situation meets the criteria for inclusion in the

performance measure data and, as needed, consults with staff and local clinicians on appropriate follow-up and intervention. Additionally, OYA has consulted with national experts on youth suicide and established a suicide prevention policy grounded in best practice and the current body of research on the subject. This policy allows staff and providers to better identify suicidal behavior, directly affecting the results of this measure. It is noted that there is an increase in the reporting of suicidal behaviors by the community contractors. Ensuring appropriate supports and resources are in place in the event that a youth displays risky self-harming behaviors is a critical piece in ensuring youth safety. The local OYA field staff work closely with community mental health providers to triage, screen, and provide intervention services for youth on parole or probation. OYA also collaborates with county emergency services to access hospitalization services for high-risk youth. In addition, OYA has contracted with two residential providers who serve youth with significant mental health needs and histories of suicidal ideation for focused assessment and evaluation services. This resource has provided needed relief for care of at-risk youth on probation status.

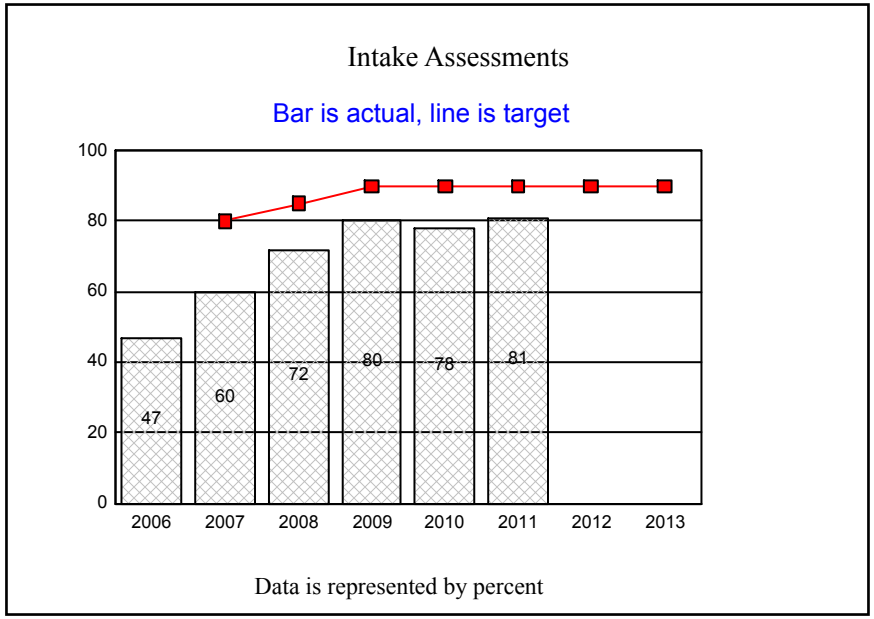
6. WHAT NEEDS TO BE DONE

* Continue to emphasize the importance of a timely and accurate risk and needs assessment from which a youth's case plan is built with the appropriate correctional and behavioral health treatment service interventions identified.
* Continued emphasis on annual training for community providers and foster parents on suicide risk prevention and the importance of responding to youth exhibiting suicidal thoughts or behavior.
* Continue to review incidents that result in significant suicidal behavior in youth to determine trends and corrective action needed.
* Strengthen collaboration with Adult Mental Health Services for additional community resources in order to prevent young adults on parole re-entering close custody due to parole violations related to mental health conditions.

7. ABOUT THE DATA

Serious suicidal behavior is defined as behavior that results in significant tissue damage (i.e., probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., overdoses of meds; objects around necks where marks are left). Field staff record suicidal behaviors in JJIS as they occur and the Behavioral Treatment Services Director subsequently reviews each incident. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2011, OYA served 1,093 youth in residential and foster care placements. In total, seven incidents were reported. Rates of suicidal behavior for field youth are not calculated because this KPM reflects incidents for all OYA youth in the field, not just those in substitute care; days of opportunity are not available for youth in home or independent living placements. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #6	INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.	2006
Goal	ASSESS RISK - Improve the effectiveness of correctional treatment by assessing youth criminogenic risk and needs for reformation.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) KPM6 Risk and Needs Assessment	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Ensure all youth are assessed in a timely manner using the OYA Risk/Needs Assessment (RNA) tool through:

* Using a central facility intake system to add consistency to the assessment process.
* Ensuring all new facility intake staff and Juvenile Probation and Probation Officers (JPPOs) are trained on how to appropriately administer and interpret results of the RNA.
* Providing ongoing training for staff on policies related to RNA and case planning, including designated timeframes for completing assessments.

2. ABOUT THE TARGETS

Aggressive targets have been established for this measure because accurate and timely assessment of youth criminogenic risk and needs is the foundation for appropriate case planning. The target for FY 2011 was 90 percent of assessments completed within 30 days of commitment.

3. HOW WE ARE DOING

Performance on this measure for FY 2011 showed a continued leveling-off toward meeting the established target of 90 percent. Although there was a substantial increase in performance over FYs 2006 through 2008, agency staff continue to struggle to meet the 2011 target of 90 percent, with 81percent of youth assessed within 30 days. Training for all staff who administer the RNA has been completed, and the curriculum for new staff orientation includes an introduction to the assessment tool. The agency will continue to emphasize to staff the importance of timely administration of risk/needs assessments.

4. HOW WE COMPARE

National risk assessment data are not available. Many juvenile justice systems are in the beginning stages of using standardized and valid risk assessment tools.

5. FACTORS AFFECTING RESULTS

Key factors influencing OYA's results on this measure include staff training and monitoring compliance with this measure. In facility environments, youth are available in a controlled and structured environment, which makes interviews and assessments easier to complete. As a result, completion of intake assessments within timelines is quite high in close-custody facilities, meeting the timeline target of 90 percent. In community settings, access to the youth is sometimes more difficult to arrange and creates difficulty in ensuring timely assessments. Consequently, meeting timelines continues to be a challenge. A factor affecting both facility and field intake assessments is the ready availability of background information on youth cases. Timely assessments of youth in community settings have continued to improve, with 81 percent of assessments completed in 30 days in FY 2011. Recently, OYA revised the RNA training for new employees to deepen understanding of the assessment instrument. OYA also implemented a business practice change to require a full assessment on all youth

and automated the creation of the pre-screen RNA which generates a youth's risk score. As a result of updating training protocols to reflect current agency standards and practice, coupled with ongoing technical training to staff, the accuracy of this KPM data is expected to continue to improve.

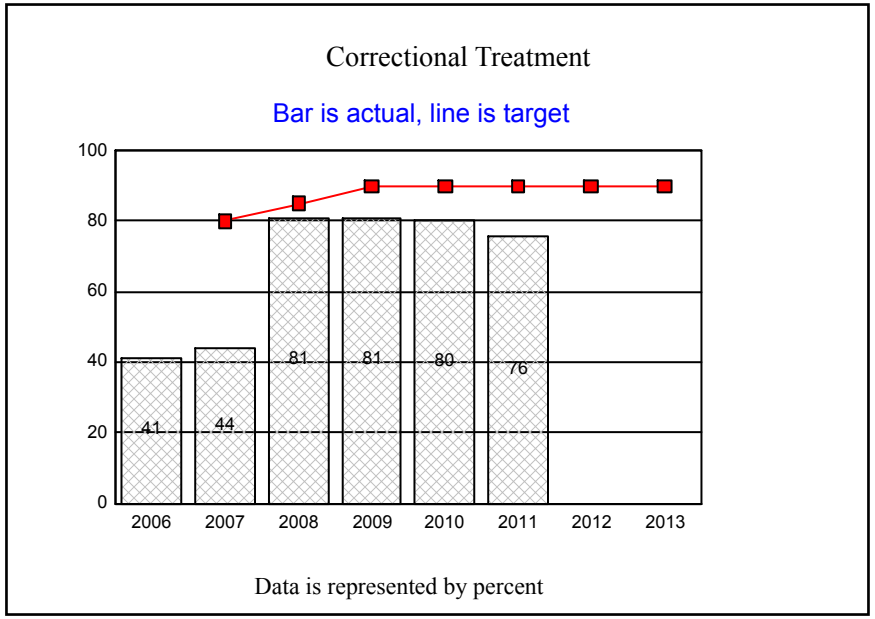
6. WHAT NEEDS TO BE DONE

* Continue to provide ongoing training to all staff involved in assessing youth risk and needs.
* Continue to monitor staff performance in meeting the aggressive time requirements of this measure.
* Continue to emphasize the importance of the agency's assessment protocols and emphasize timely and consistent assessment of youth in both facility and community environments.
* Continue to provide automated monitoring reports to supervisors to facilitate completion of risk/needs assessments.
* Continue to implement an automated task list to help workers know which youth risk/needs assessments are due.

7. ABOUT THE DATA

This information is being reported for FY 2011. OYA completes the RNA on all youth to determine their risk to re-offend, as well as to determine their needs and the positive influences in their lives. The RNA resides in JJIS and is completed by the OYA staff assessing the youth. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2011, 81 percent of youth received an intake assessment within 30 days of commitment or admission. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #7	CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission.	2006
Goal	TARGET TREATMENT - Improve the effectiveness of correctional treatment by targeting youth offenders' criminogenic risk and needs.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM7 Case Audit	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Ensure that each youth assessed using the OYA Risk/Needs Assessment (RNA) has an appropriate individual case plan developed in a timely manner. This KPM

links closely with KPM 6, timeliness of assessment. Staff use information obtained about individual youth during the assessment process to develop meaningful case plans which target known predictors of future criminal behavior. To address timely development of case plans, OYA's strategy includes training staff to:

* Develop individualized case plans that target risk and needs.
* Accurately document work within the JJIS automated case planning system.
* Accurately interpret RNA results to provide the basis for case plan development.

2. ABOUT THE TARGETS

Aggressive targets have been established for this measure of 90 percent for FY 2011. These targets were established with the recognition that timely case plan formulation after assessing criminogenic risk and needs is key in determining appropriate service provision.

3. HOW WE ARE DOING

The agency's performance on this important measure fell short of its target of 90 percent in FY 2011. Overall, agency staff documented the development of case plans of 76 percent of youth within required time frames. While the 76 percent actual performance fell short of the 90 percent target, the agency has made dramatic progress since FY 2007, when 44 percent of cases had documented case plans within 60 days of commitment or admission. The agency will re-emphasize to staff the importance of documenting case plans within appropriate time frames.

4. HOW WE COMPARE

National risk assessment and case plan development data are not available. However, according to the PbS Jurisdiction Outcome Measure Comparison report published in May 2011, OYA is at or above the average of the 198 participating facilities in 28 states for youth case planning.

5. FACTORS AFFECTING RESULTS

Developing case plans after initial assessment is critical to effective case management and sequencing of correctional treatment interventions. In OYA facilities, case plans are developed in facility treatment units after transfer from OYA intake assessment units. During budget periods when the agency is required to close treatment units, youth remain on intake units for longer periods than desirable waiting for openings to occur. Timely case plan development suffers. In community settings, factors affecting timely case plan development differ. Access to probation youth is sometimes difficult to manage, which creates challenges in timeliness of assessment and subsequence case plan development.

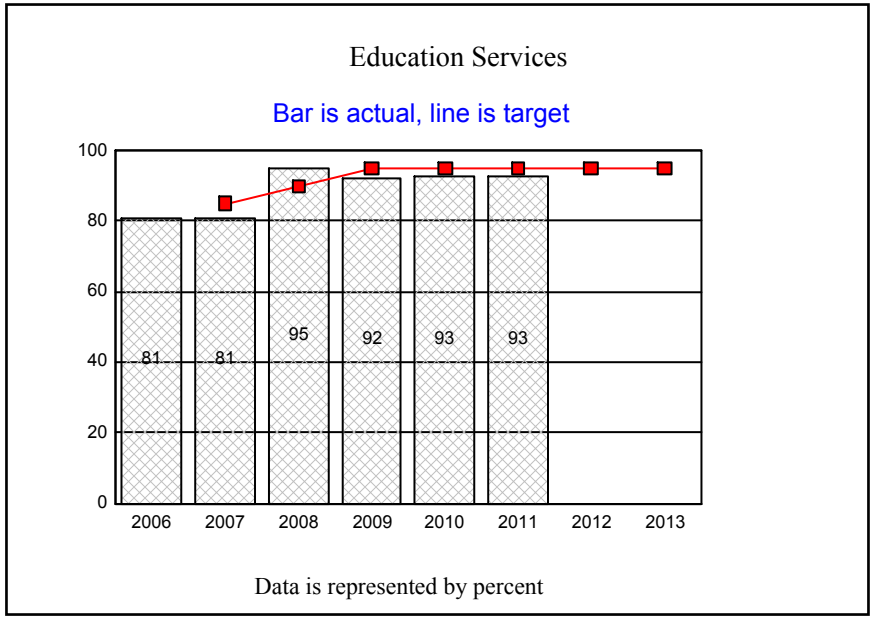
6. WHAT NEEDS TO BE DONE

* Emphasize the importance of obtaining youth information from the county of commitment at the point of the youth's commitment to OYA.
* Review co-management agreements and pursue discussions to improve how information is transferred at the point of OYA commitment.
* Continue to emphasize with staff the importance of the agency's assessment protocols and the timely and consistent assessment of youth in both facility and field environments.
* Continuously review the process to monitor whether RNAs are being completed and documented in JJIS.
* Provide ongoing training to all staff involved in administering the agency's risk-assessment tool and formulating case plans from the risk assessment results.
* Continue to emphasize the Multi-Disciplinary Team approach to case management, centered on the youth case plan as the framework document.
* Continue to monitor, modify, and streamline the case plan audit process used to determine the quality of youth case plans.

7. ABOUT THE DATA

This information is being reported for FY 2011. OYA measures the percent of youth whose records indicate active domains in an OYA case plan as identified in the RNA within 60 days of commitment or admission. To count toward the measure, OYA staff must complete a youth's RNA and case plan, both of which reside in JJIS, and the case plan must be audited to ensure quality. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2011, 83 percent of youth in close custody and 71 percent of youth in field placements had their case plans completed within 60 days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #8	EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.	2006
Goal	PROVIDE EDUCATION - Provide education programming that prepares youth offenders for responsibility in the community.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM8 Education Services	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Work with education contractors in facilities and with education providers in the community to ensure that each youth receives appropriate educational services in

a timely manner. The strategy includes:

* Assessing youth for educational needs through the OYA Risk/Needs Assessment and specialized assessments.
* Reviewing case plans monthly to monitor progress toward reaching the case plan goals, including education needs.
* Providing automated JJIS reminders and data-collection tools for education information.
* Using the Multi-Disciplinary Team (MDT) process to ensure needed services are readily identified and referrals are made based on individual youth needs.
* Increasing partnerships with local school districts to enhance educational services and opportunities.

2. ABOUT THE TARGETS

Targets for this measure have been established based on research showing appropriate educational programming has a positive impact on reducing future criminal behavior. This measure focuses on the relationship between identified special education needs and verification that the identified services are being, or have been, delivered.

3. HOW WE ARE DOING

At 93 percent, OYA's performance in this key measure in FY 2011 was very near the agency's target of 95 percent. This reflects the agency's continued emphasis on appropriate educational assessments and timely educational services delivery.

4. HOW WE COMPARE

National education assessment and case plan development data are not available. OYA's educational services key performance measure mirrors the outcome measure relating to delivery of education services from the national Performance-based Standards (PbS) Project. During the past five years OYA has performed well above the average for facilities participating in the PbS project. However, during FY 2011 OYA fell slightly below the national average (93 percent versus 97.5 percent) as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2011.

5. FACTORS AFFECTING RESULTS

Several factors have had a positive influence on this measure: staff training, communicating with education contractors and providers about the timelines and expectations of this KPM, and continued use of the MDT approach. An additional factor affecting performance on this measure for both facility and field staff is the ready availability of background information and previous educational transcripts for the youth, particularly those who have been away from academic

programming for some time. In addition, during FY 2010 OYA reallocated funds for the Youth Corrections Education Program (YCEP) for high school-aged youth and for Vocational and Educational Service for Older Youth (VESOY).

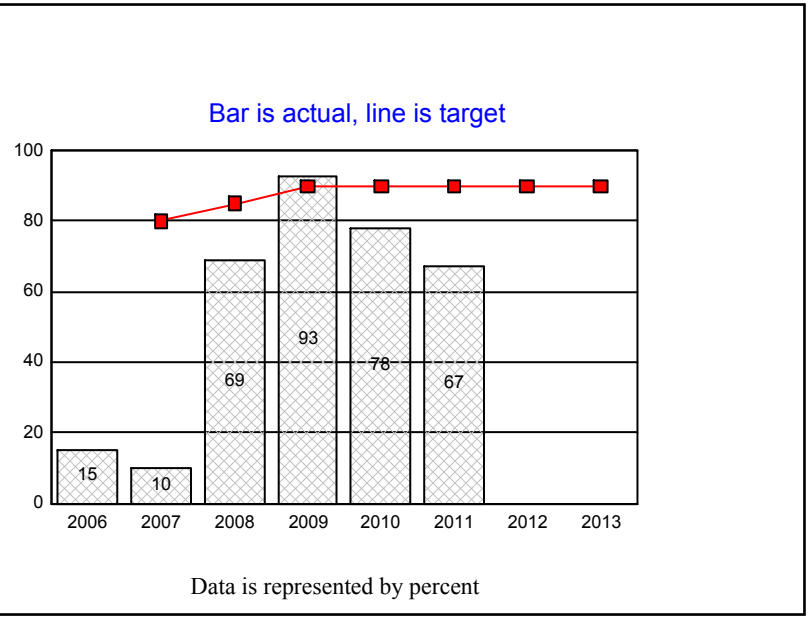
6. WHAT NEEDS TO BE DONE

* Continue to conduct case audits quarterly to ensure appropriate and timely receipt of educational services.
* Continue training for field staff on documentation requirements for youth education in JJIS to increase accuracy of the data.
* Develop and deliver training for Juvenile Parole/Probation Officers on the requirements of special needs youth and the education system.
* Continue to work with the Oregon Department of Education (ODE), which oversees OYA facility education programming, and local schools. In particular, coordinate the transfer of school records to expedite the enrollment process (i.e., bypass the standard 21-day waiting period).
* Continue to emphasize timely and consistent educational assessment of youth in both facility and field settings.
* Continue to develop and implement inter-governmental agreements with school districts throughout Oregon, as well as with local educational systems in partnership with ODE.
* Emphasize agency expectations with regard to identifying and reviewing education needs during quarterly MDT meetings. Continue to emphasize importance of OYA liaison work with ODE to ensure youth education special needs are met and obstacles overcome.
* Increase advocacy efforts for youth with identified educational deficits.

7. ABOUT THE DATA

This information is being reported for FY 2011. OYA measures the percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan, which is maintained in JJIS. This measure includes OYA youth in facilities, on probation or on parole. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2010, 93 percent of youth were receiving appropriate intervention within 60 days of commitment or admission. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212

KPM #9	COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan.	2006
Goal	COMMUNITY REENTRY SERVICES - Continue to provide effective correctional services to youth offenders released from close custody facilities.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) KPM9 Youth Released from OYA Facility	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

OYA employs a variety of methods to ensure youth receive transition services. These include:

* Training all staff in evidence-informed case management and the importance of transition planning.
* Assigning a Juvenile Parole Probation Officer (JPPO) to each youth at time of commitment to follow the youth for his/her entire stay with OYA (i.e., from probation to close custody to parole to case termination).
* Encouraging contracted providers to actively participate in transition planning prior to a youth's release from close custody.
* Ensuring youth case plans contain transition goals and interventions, and that services are provided according to case plan and Multi-Disciplinary Team (MDT) recommendations.
* Conducting review hearings prior to youth transitioning from close custody and conduct case audits to ensure youth receive transition services within 30 days of release from close custody.

2. ABOUT THE TARGETS

During FY 2006, OYA established the current targets based on the belief that linking youth to appropriate transition services is a critical factor in decreasing the likelihood a youth will commit additional crimes. Data show that OYA has made progress in this area in the past two years, but 2011 data fell far below the target of 90 percent. In FY 2011, 67 percent of youth released received transition services per their case plan.

3. HOW WE ARE DOING

As in previous years, data collection issues continue to pose challenges in reporting this KPM. However, OYA has focused much effort in resolving these issues, and as a result has significantly increased the percentage of youth receiving transition services since FY 2007. In fiscal year 2011, the percentage of youth receiving transition services per their case plan dropped to 67 percent.

4. HOW WE COMPARE

National transition planning data are not available. However, the Performance-based Standards (PbS) Project provides comparative data. The two outcome measures related to transition plan completion are included in the Reintegration Goal of the PbS Project. OYA has performed at a high level since these standards were established in 2002, showing plan completion rates exceeding the average, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2011.

5. FACTORS AFFECTING RESULTS

The primary factor affecting transition planning for placement and service coordination is the close custody bed capacity. At times, capacity limits require untimely/unplanned youth releases, which may adversely impact the transition planning process. An MDT meets quarterly to review youth progress and to determine transition planning activities. However, this is very difficult to accomplish with untimely releases. OYA has continued to coordinate a variety of evidence-based services to be available in local areas. Specific reintegration contracts have been awarded to providers to provide re-entry services and support to youth. Services focus on skill development and positive prosocial engagement in the community. These activities have direct impact on youth releases and transitions back into the community. Additionally, the Office of Minority Services provides transition services for minority youth returning from facilities in the Salem and Portland metro areas. The lack of skilled resources in some of the state's remote areas continues to hinder the provision of a wide-scale continuum of needed services to some youth.

6. WHAT NEEDS TO BE DONE

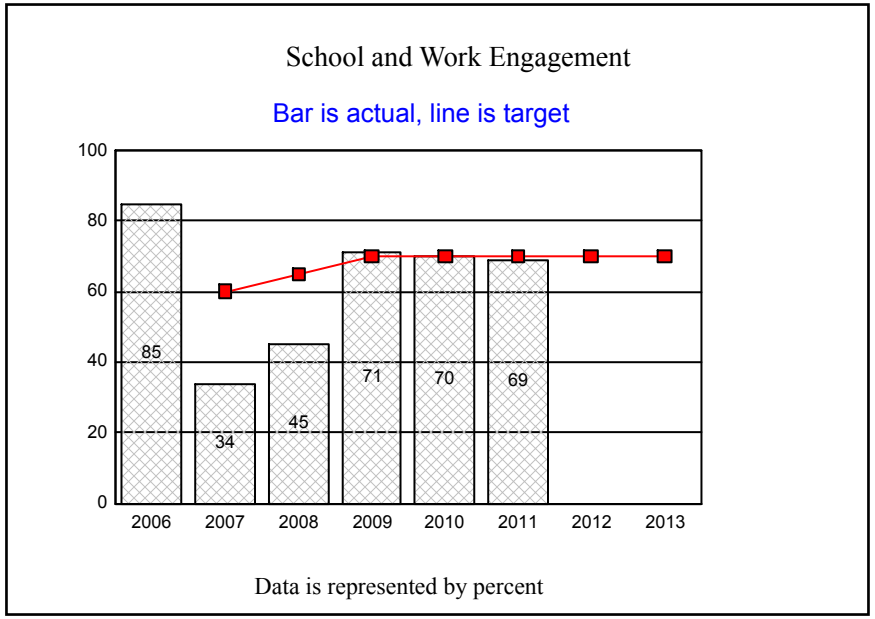
* Continue to provide staff training and coaching on best practices in transition planning as well as OYA case plan documentation standards.
* Continue using the MDT process in which all core team members and other treatment providers provide input at quarterly meetings (e.g., youth, JPPO, family member, mental health professional) to better ensure successful transition.
* Continue to engage community providers throughout the case planning process, particularly prior to youths' transitions from close custody.
* Emphasize pre-qualification of youth for Social Security services prior to release from close custody and educate staff regarding this process. This ensures that once the youth is in the community these benefits are available immediately.
* Reorganize community transition capacity to best match services to accommodate the needs of youth offenders.
* Continue to actively recruit providers who offer reintegration and transition services.
* Study revocation data to determine patterns of youth characteristics associated with failure on parole to improve parole supervision and related services. Successfully implement Federal Office of Juvenile Justice and Delinquency Prevention re-entry grant focused on successful re-entry of youth to targeted areas of the state.

7. ABOUT THE DATA

This information is being reported for FY 2011. OYA measures the percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in each youth's OYA case plan, which is maintained in JIIS. A supervisor audits the youth's case plan to determine whether the youth received transition services within 30 days. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2011, 517 youth were released from close custody; 67 percent of them received transition services. For additional information on

this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #10	SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement.	2006
Goal	SCHOOL - WORK ENGAGEMENT - Engage youth offenders placed in the community with school and/or work immediately.	
Oregon Context	Benchmark 65. Juvenile Recidivism.	
Data Source	Juvenile Justice Information System (JJIS) KPM 10 - Engaged in School or Work	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Ensure that probation and paroled youth offenders are engaged with school and/or work in the community through:

* Fostering ongoing partnerships with local school districts using the Memoranda of Understanding (MOUs) with ODE to enhance work or school enrollment following release from close custody.
* Encouraging participation from education and vocational rehabilitation service partners at Multi-Disciplinary Team (MDT) meetings.

2. ABOUT THE TARGETS

During FY 2006, OYA established the current target, recognizing that immediate youth engagement in work or school after a placement change has a considerable impact on the likelihood a youth will commit additional crimes. Data show that at 69 percent, OYA was very close to meeting its FY 2011 target of 70 percent youth offender engagement in school/work after placement change.

3. HOW WE ARE DOING

By statute, OYA communicates all youth release information to local school districts. At 69 percent, there was an increase of 29 percentage points in school and work engagement since FY 2007, and the agency essentially met its goal of 70 percent in 2011. The agency anticipates it will continue to meet performance objectives in FY 2012.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

Engaging youth in school or work is a priority for OYA staff working with youth in the community but the reality of securing employment and re-engaging youth in school is challenging. In previous years, youth transitioning from close custody encountered difficulty securing employment or enrolling in higher education classes due to not having official identification documentation. To alleviate this barrier and increase youth engagement, DMV now allows youth to use their OYA ID card as official address identification. In doing so, youth may obtain Oregon identification cards more readily than in the past. Additionally, funds have been allocated to support the purchase of youth identification cards as needed. OYA collaborates with numerous partners to provide opportunities for youth, including General Education Diploma (GED) tutorials and testing, alternative school placements, vocational training, transition to mainstream schools, business-to-hire programs, and professional mentors. Agreements between OYA and school districts and other community partners provide avenues for addressing this challenge. As part of these agreements, youth are provided a copy of their official education transcript upon leaving a close-custody facility to

ensure youth can be enrolled in school after release. Additionally, OYA strongly encourages partners to participate in MDT meetings for youth in OYA custody. These interagency collaborations help ensure an unbroken continuum of care with regard to work and school, and ultimately increase the likelihood youth will be engaged in school or work within 30 days following release from a close-custody facility.

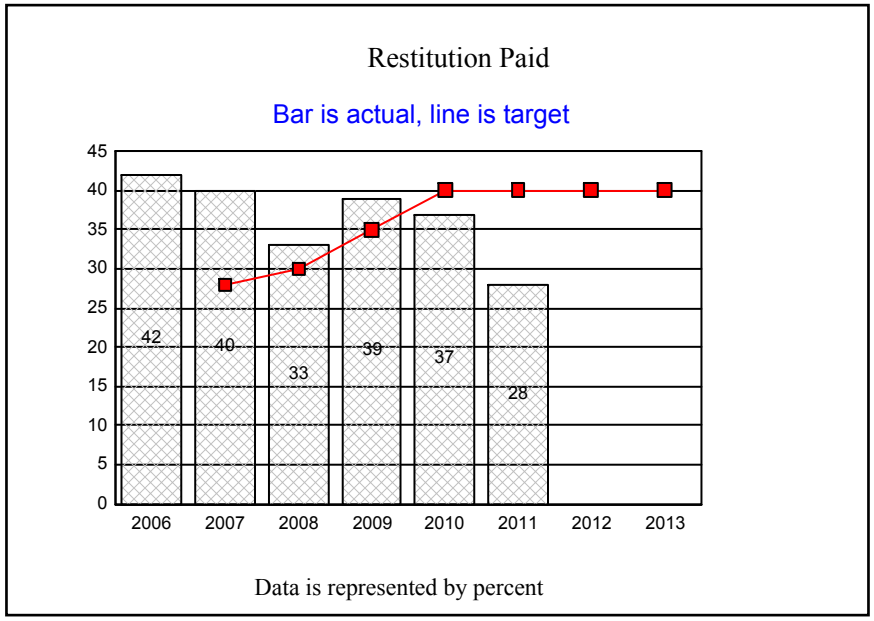
6. WHAT NEEDS TO BE DONE

* Improve provision and transfer of relevant education records between schools, OYA close-custody facilities, and OYA field offices to reduce interruption of educational engagement.
* Continue to use the MDT process to develop educational and employment goals in the youth case plan and encourage participation from education and vocational partners.
* Provide additional training to staff on documenting school and work engagement.

7. ABOUT THE DATA

This information is being reported for FY 2011. OYA measures the percent of youth living in OYA family foster care, independently, or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement. OYA staff regularly update the youths' school/work status in JJIS. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2011, 910 youth qualified for this KPM; 69 percent of them were reported as engaged in school or work within 30 days of placement. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #11	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.	2006
Goal	YOUTH ACCOUNTABILTY - Provide certain, consistent sanctions for youth offenders and support the concerns of crime victims.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) Condition Report Extract 223d	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Ensure maximum restitution payment through:

* Implementing standardized data collection practices for restitution.
* Developing opportunities for youth to earn money in facility and community programs to pay restitution.
* Working with courts and local partners to increase system accountability for restitution payments.
* Training staff on how and when to record restitution in JJIS.

2. ABOUT THE TARGETS

OYA continues to strive to improve performance in meeting this target. The agency recognizes the importance of restitution as part of teaching youth accountability and, therefore, has set realistic targets for this measure.

3. HOW WE ARE DOING

The percent of restitution paid on conditions closed in FY 2011 was 28 percent. This is short of the target of 40 percent set for the period. The agency continues to face a number of challenges on this measure including the youths' opportunity to earn money or access funds to pay restitution.

4. HOW WE COMPARE

OYA's restitution payments on closed conditions are lower than those of the statewide juvenile justice total, which includes OYA and county juvenile departments. In FY 2011, the statewide average of restitution paid on closed conditions was about 48 percent; the OYA rate was 28 percent. Below are several factors that contribute to this difference.

5. FACTORS AFFECTING RESULTS

Youth offenders in close-custody facilities have limited access to earning money or performing community services. Youth under juvenile department supervision have a greater opportunity to earn money for restitution payments because they live in the community. OYA and the county juvenile departments share in the responsibility of ensuring youth offenders meet their court-ordered restitution conditions. However, for reporting purposes, the total payment paid for the restitution condition is reported under the agency supervising the youth when the condition is closed, regardless of which agency was supervising the youth when the payment was made. The Oregon Judicial Information Network (OJIN) is the official record of restitution paid. While OYA tries to ensure the complete payment balance is recorded in JJIS at time the condition is closed, incomplete data is a possibility.

6. WHAT NEEDS TO BE DONE

* Provide ongoing training for OYA staff regarding restitution orders, case closure updates and methods for promoting restitution payment compliance.
* Include analysis and strategies for compliance with restitution requirements during Multi-Disciplinary Team meetings for all youth offenders in OYA custody.
* Emphasize restitution in all transition plans.
* Develop payment plans to comply with court orders.
* Continue to work with stakeholders to maximize employment opportunities for youth in the community.

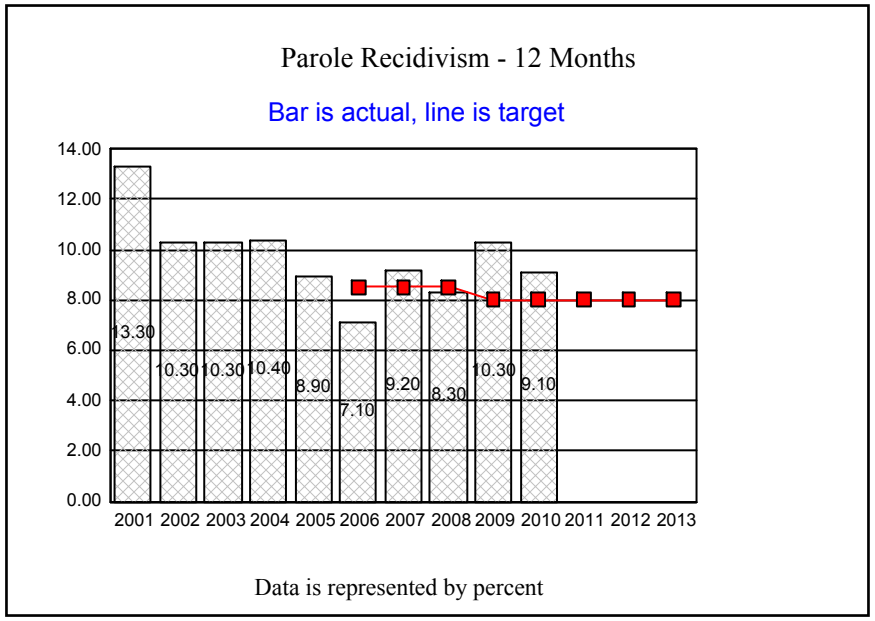
7. ABOUT THE DATA

OYA measures the percent of restitution paid on restitution orders closed during the fiscal year. Restitution orders are established by the court; staff enter the restitution paid into JJIS at the time the condition is closed. The OYA Research and Evaluation office extracts and reports the data quarterly, as well as for the entire fiscal year. JJIS reports 223C and 223D are used for this information. The percentage reported as paid is calculated as Dollars Paid / Dollars Owed at the time the condition was closed. All money paid on restitution orders is reported, regardless of whether the condition was satisfied in full. Closure of a restitution condition with an unpaid balance does not end a youth's obligation to make full restitution to their victims.

Oregon law requires that judges order restitution based on the amount of loss to the victim and that restitution orders be recorded in a manner similar to judgements in a civil action. Commonly called money judgments, these orders extend obligations to make reparations to victims beyond the time a youth is under juvenile justice supervision. Money collected subsequent to juvenile justice supervision and pursuant to the money judgment is not tracked in JJIS, nor is it reported in this measure.

Because judges order restitution on the full loss to the victim, some orders can be extremely high. In FY 2011, there were nine youth with restitution orders that exceeded $10,000. These youth represented less than half of 1 percent of the total conditions ordered, but nearly 76 percent of the total amount owed. Therefore, these orders are not included in the overall calculation to present a more accurate picture of agency performance. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7412.

KPM #12a	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

* Implementing evidence-based practices in OYA facilities and field.
* Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
* Using evidence-informed case management, including the Multi-Disciplinary Team (MDT) process, to better ensure youth are engaged in services and receive the resources they need.
* Providing effective transition planning to ensure successful transition to community settings.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2010 cohorts.

3. HOW WE ARE DOING

Except for youth paroled in FY 2001, recidivism rates have fluctuated between 7.1 and 10.3 percent. In FY 2011, at 12 months post-release 9.1 percent of youth recidivated (versus a target of 8.0 percent).

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a slight decrease in 12-month recidivism rates reported for OYA paroled youth in FY 2011 compared to the prior year. OYA has made much progress since the FY 2001 cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA has also implemented a large number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions. OYA anticipates the implementation of these research-proven practices will continue to positively impact repeat crime over time.

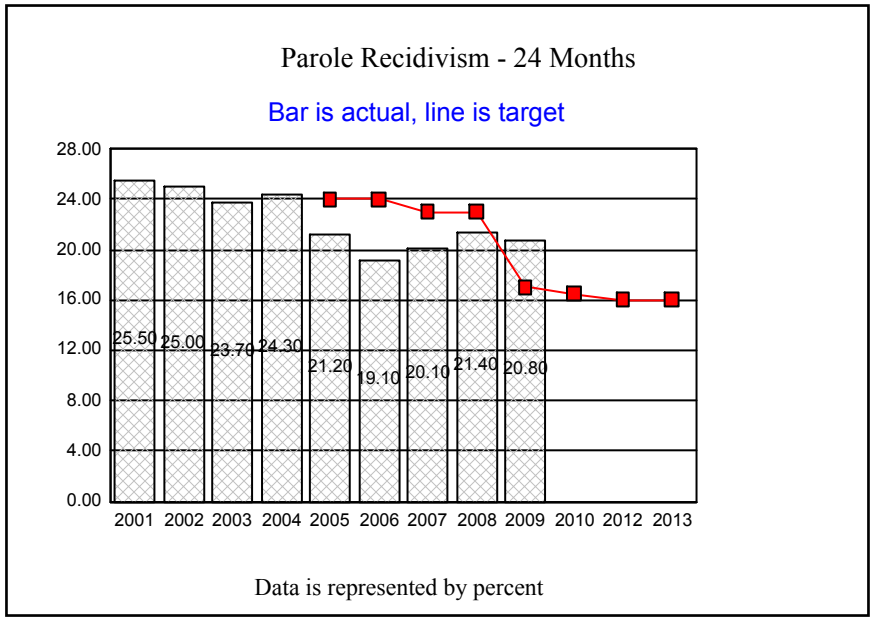
6. WHAT NEEDS TO BE DONE

* Continue to improve the matching of youth risks and needs with treatment interventions and programs.
* Encourage and support the use of evidence-based practices in contracted community residential programs.
* Encourage MDTs to carefully map out and coordinate transition services prior to youth release on parole.
* Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
* Continue training efforts to ensure staff have the knowledge and skill to deliver effective interventions.
* Continue efforts with Department of Human Services' Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
* Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth. The agency was recently awarded a federal re-entry grant to enhance the infrastructure to provide community support during juvenile parole.

7. ABOUT THE DATA

Twelve-month parole recidivism is based on juveniles released from close custody during FY 2010. OYA defines recidivism as comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #12b	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

* Implementing evidence-based practices in OYA facilities and field.
* Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
* Using evidence-informed case management, including the Multi-Disciplinary Team (MDT) process, to better ensure youth are engaged in services and receive the resources they need.
* Providing effective transition planning to ensure successful transition to community settings.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2009 cohorts.

3. HOW WE ARE DOING

Overall there has been a downward trend in recidivism rates since the FY 2001 parole cohort. At 24 months after release 20.8 percent of youth paroled in FY 2009 recidivated versus a target of 17 percent.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a slight decrease in 24-month recidivism rates reported for OYA-paroled youth in FY 2009 compared to the prior year. OYA has made much progress since the FY 2001 cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has implemented a large number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions. OYA anticipates the implementation of these research-proven practices will continue to positively impact repeat crime over time.

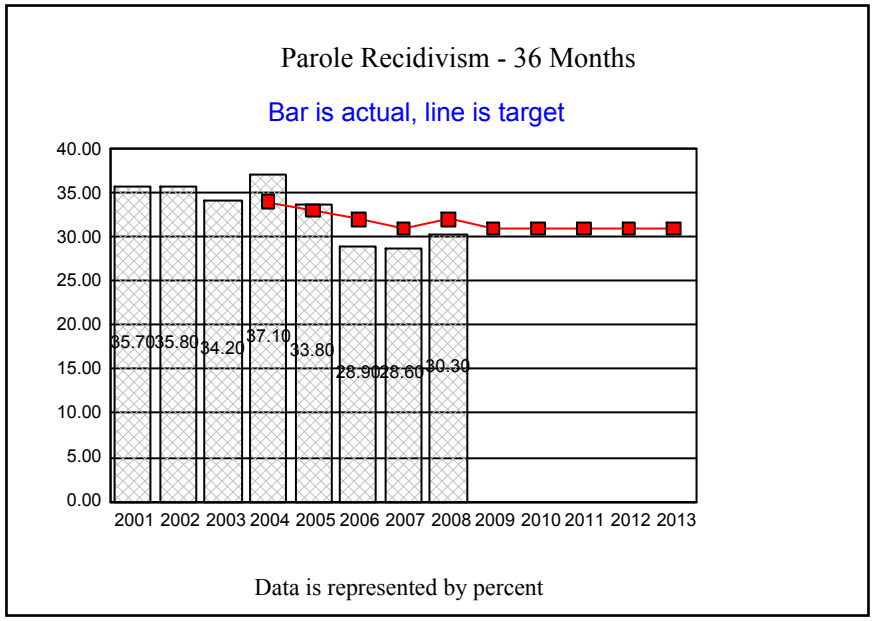
6. WHAT NEEDS TO BE DONE

* Continue to improve the matching of youth risks and needs with treatment interventions and programs.
* Encourage and support the use of evidence-based practices in contracted community residential programs.
* Encourage MDTs to carefully map out and coordinate transition services prior to youth release on parole.
* Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
* Continue training efforts to ensure staff have the knowledge and skill to deliver effective interventions.
* Continue efforts with Department of Human Services' Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
* Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth. * Continue to develop community resources to enhance youth offender re-entry success from OYA facilities.

7. ABOUT THE DATA

Twenty-four-month parole recidivism is based on juveniles released from close custody during FY 2009. OYA defines recidivism as comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #12c	PAROLE RECIDIVISM - Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255a	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following parole from close custody through:

* Implementing evidence-based practices in OYA facilities and field.
* Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
* Using evidence-informed case management, including the Multi-Disciplinary Team (MDT) process, to better ensure youth are engaged in services and receive the resources they need.
* Providing effective transition planning to ensure successful transition to community settings.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2008 cohorts.

3. HOW WE ARE DOING

Overall there has been a downward trend in recidivism rates since the FY 2001 cohort. At three years after release, 30.3 percent of youth in the FY 2008 parole cohort recidivated versus a target of 31 percent.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a slight increase in 36-month recidivism rates (30.3 percent) reported for OYA-parole youth released in FY 2008 compared to the prior year, but still below the target of 31 percent. OYA has made much progress since the FY 2001 parole cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has implemented a number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions. OYA anticipates the implementation of these research-proven practices will continue to positively impact repeat crime over time.

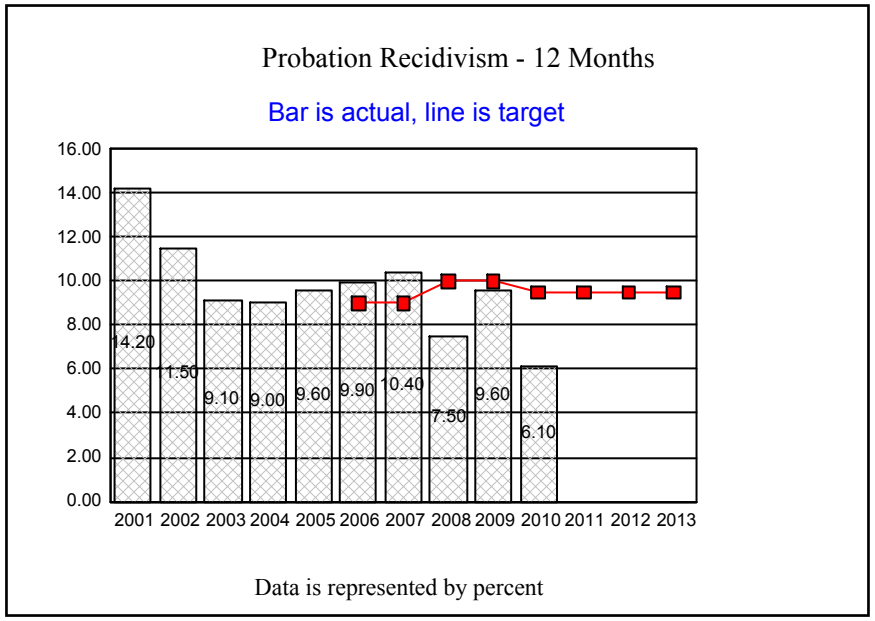
6. WHAT NEEDS TO BE DONE

* Continue to improve the matching of youth risks and needs with treatment interventions and programs.
* Encourage and support the use of evidence-based practices in contracted community residential programs.
* Encourage MDT to carefully map out and coordinate transition services prior to youth release on parole.
* Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
* Continue training efforts to ensure staff have the knowledge and skill to deliver effective interventions.
* Continue efforts with Department of Human Services' Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
* Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth. * Continue to develop community resources to provide support during juvenile parole re-entry.

7. ABOUT THE DATA

Thirty-six-month parole recidivism is based on juveniles released from close custody during FY 2008. OYA defines recidivism as comprised of four variables: (1) a group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #13a	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 12 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:
* Implementing evidence-based practices for youth in community settings.
* Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
* Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under OYA community supervision.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2009 cohorts.

3. HOW WE ARE DOING

Overall there has been a decline in recidivism since the FY 2001 cohort for youth tracked for 12, 24, and 36 months following commitment to OYA probation. Data show there has been marked decrease in recidivism ratesreported for the FY 2010 cohort of probation youth tracked for a 12-month period. OYA exceeded the 12-month target for these youth with a 6.1 percent recidivism rate. This is positive news, and OYA anticipates recidivism rates to remain at this level as a result of implementing evidence-based practices in the field and monitoring program fidelity.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a marked decrease in 12-month recidivism rates reported for OYA-probation youth committed in FY 2010 compared to those committed in FY 2009. OYA has made significant progress since the FY 2001 probation cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA has also contracted with providers using evidence-based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact recidivism rates. OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

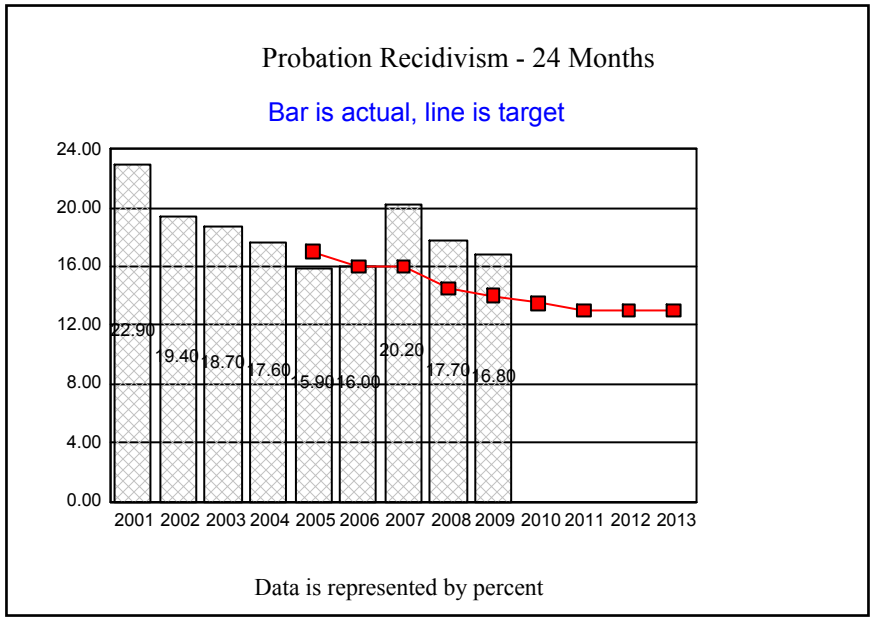
6. WHAT NEEDS TO BE DONE

* Continue to match youth to programs based on individual risk and need factors.
* Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas.
* Continue focusing efforts on increasing youth engagement in work or school.
* Continue to screen all youth committed to OYA probation for mental health and substance abuse service needs and make appropriate community referrals.
* Provide additional capacity to assess and evaluate youth in community settings.
* Continue to provide training on evidence-based services to OYA staff and community residential program staff.

7. ABOUT THE DATA

Twelve-month probation recidivism is based on juveniles committed to probation in FY 2010. OYA defines recidivism as comprised of four variables: (1) a group of people - youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #13b	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 24 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:

* Implementing evidence-based practices for youth in community settings.
* Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
* Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under OYA community supervision.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2008 cohorts.

3. HOW WE ARE DOING

The recidivism rate of 16.8 percent for youth at 24 months showed a reduction from previous years 17.7 percent. Overall this is positive news with recidivism rates declining substantially since the FY 2001 cohort. OYA anticipates recidivism rates to remain at this level as a result of implementing evidence-based practices in the field and monitoring program fidelity.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a decrease in 24-month recidivism rates reported for OYA probation youth committed in FY 2009 compared to those committed in FY 2008. Overall, OYA has made significant progress since the FY 2001 cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has contracted with providers using evidence-based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact recidivism rates. OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

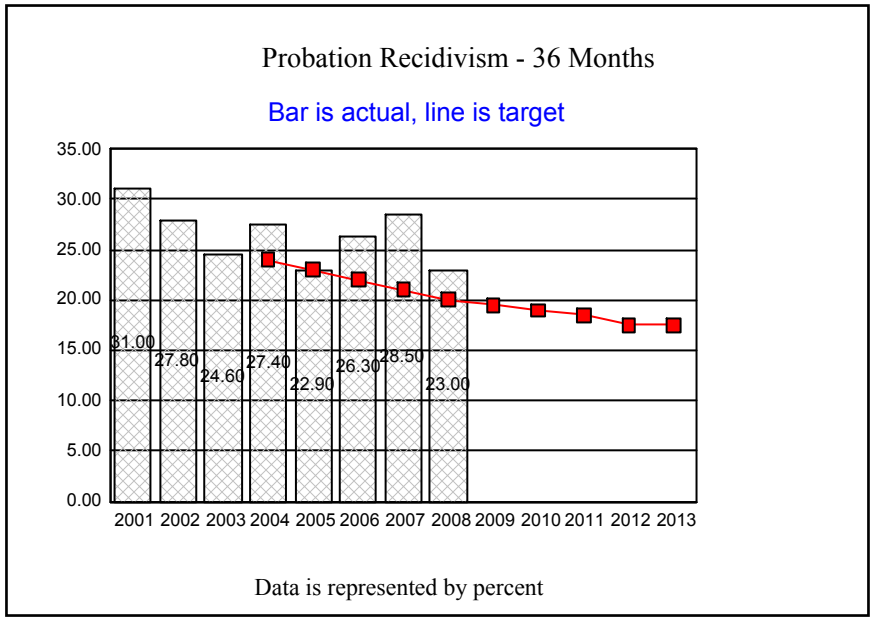
6. WHAT NEEDS TO BE DONE

* Continue to match youth to programs based on individual risk and need factors.
* Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas.
* Continue focusing efforts on increasing youth engagement in work or school.
* Continue to screen all youth committed to OYA probation for mental health and substance abuse service needs and make appropriate community referrals.
* Provide additional capacity to assess and evaluate youth in community settings.
* Continue to provide training on evidence-based services to OYA staff and community residential program staff.

7. ABOUT THE DATA

Twenty-four-month probation recidivism is based on juveniles committed to probation in FY 2009. OYA defines recidivism as comprised of four variables: (1) a group of people - youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #13c	PROBATION RECIDIVISM - Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the county or state in the following fiscal year(s) (at 36 months).	2003
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255a	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:

* Implementing evidence-based practices for youth in community settings.
* Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
* Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under OYA community supervision.

2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from FY 2001 through FY 2007 cohorts.

3. HOW WE ARE DOING

Data show there has been a marked decrease in recidivism rates in of the FY 2008 cohort of probation youth tracked for a 36-month period compared to the FY 2007 cohort. Overall, recidivism rates have declined substantially since the FY 2001 probation cohort. OYA anticipates recidivism rates to remain at this level as a result of implementing evidence-based practices in the field and monitoring program fidelity.

4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

5. FACTORS AFFECTING RESULTS

Data show a marked decrease in 36-month recidivism rates reported for OYA-probation youth committed in FY 2008 compared to those committed in FY 2007. Overall, OYA has made significant progress since the FY 2001 cohort in reducing recidivism rates. OYA attributes this overall decline to a number of factors, including implementing a standardized risk/needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. OYA also has contracted with providers using evidence-based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact recidivism rates. OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

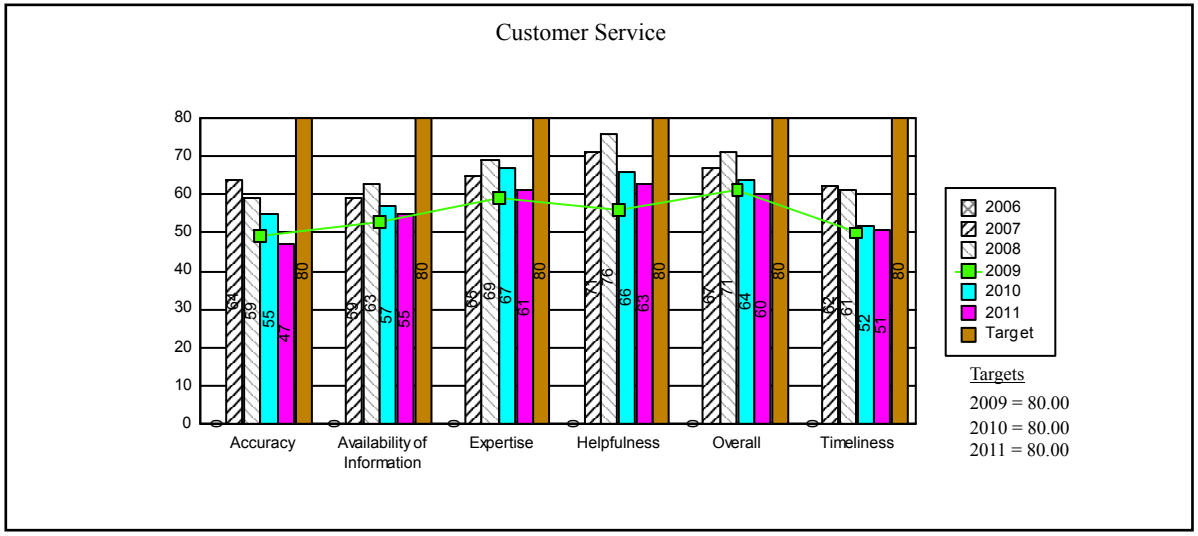
6. WHAT NEEDS TO BE DONE

* Continue to match youth to programs based on individual risk and need factors.
* Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas.
* Continue focusing efforts on increasing youth engagement in work or school.
* Continue to screen all youth committed to OYA probation for mental health and substance abuse service needs and make appropriate community referrals.
* Provide additional capacity to assess and evaluate youth in community settings.
* Continue to provide training on evidence-based services to OYA staff and community residential program staff.

7. ABOUT THE DATA

Thirty-six-month probation recidivism is based on juveniles committed to probation in FY 2008. OYA defines recidivism as comprised of four variables: (1) a group of people - youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation office provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #14	CUSTOMER SERVICE- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	CUSTOMER SERVICE - Excellence in public service.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) Assessment Report 262 Client and Family Customer Service Survey	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

OYA surveys youth and parents of youth terminated from OYA supervision, as they are the agency's most directly affected customers. The strategy for this performance measure includes:

* Assessing the satisfaction of terminated youth and families regarding the agency's ability to provide timely and accurate services.
* Responding with helpful information by capitalizing on the expertise and knowledge of OYA staff members.

2. ABOUT THE TARGETS

FY 2007 was the first year OYA surveyed youth and families of youth terminated from supervision with respect to customer satisfaction. Targets for FYs 2010 and 2011 were established using FYs 2007 and 2008 as a baseline for the measure.

3. HOW WE ARE DOING

During FY 2011, the agency experienced a reduction in customer satisfaction in all categories from the two previous years that used the same "customer group." The category "expertise" was the highest rated customer service criterion, with 61 percent of respondents rating services as good or excellent. Interestingly, because it is related to expertise, the question regarding "accuracy" had the lowest rating at 47 percent. The overall results indicate the agency continues to provide effective and efficient services to youth and families while delivering on the agency's mission to protect the public and provide opportunities for youth reformation. In the returned surveys, there were many positive comments from survey respondents about specific staff or programs.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

Slightly more than 9 percent of youth and families of youth terminated from supervision during the fiscal year responded to the survey (see About Our Customer Service Survey for further information). Several factors may have limited the number of responses obtained. First, budget constraints influenced the amount of resources available for administering the survey. Second, to help customers feel more comfortable with providing feedback, surveys are anonymous; as a result, the agency cannot track survey respondents. This makes it impossible to target only non-responders with a reminder notice. Third, the demographics of our customer (delinquent youth and their families) may naturally affect their willingness to respond. Finally, the results we receive may indicate a selection bias and may represent multiple responses from the same family. These factors combined with the low survey return rate should be considered when interpreting these data.

6. WHAT NEEDS TO BE DONE

OYA is focused on methods to improve services to youth and families. These include:

* implementing evidence-based treatment and training staff to consistently deliver treatment to youth;
* enhancing communication between staff, our partners, youth, and families to maintain transparency with the public and agency stakeholders;
* continuing to balance information sharing with a need for confidentiality and the treatment focus of the youth;
* continuing to review the customer survey responses and develop a plan for continuous quality improvement of services and operations;
* fully implementing monitoring measures to ensure contracted providers are delivering services according to OYA standards;
* reviewing other customer service survey methodologies to determine whether a more effective, yet cost-efficient, survey process is viable; and
* improving the readability of the existing surveys and adding questions related to the types of services a youth received as well as anonymous demographic information.

7. ABOUT THE DATA

This information is being reported for FY 2011. OYA chose to survey the youth and parents of those youth who were terminated from OYA supervision during FY 2011. The data for this measure came to OYA via two self-administered mail surveys: Final Service Survey Client and Final Service Survey Family. The surveyed population consisted of youth who were terminated from OYA supervision and their parents who had a deliverable mailing address in JJIS. If a survey was returned as undeliverable, OYA mailed the survey to the forwarding address if available. The survey methodology is essentially a convenience sample, as OYA attempts to survey everyone in the target populations. Because the survey does not depend on probability sampling, and the methodology does not support the use of confidence intervals in describing the results. OYA Research and Evaluation office extracts and reports the data. In FY 2011, the OYA received 100 surveys (39 from youth and 61 from family members), resulting in a return rate of 7.3 percent.

YOUTH AUTHORITY, OREGON	III. USING PERFORMANCE DATA

Agency Mission: The Mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

Contact: Colette S. Peters, Director	**Contact Phone:** 503-373-7212
Alternate: Fariborz Pakseresht, Deputy Director	**Alternate Phone:** 503-373-7212

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

*** Staff :**
OYA places great value on input from staff, elected officials, stakeholders, and the public regarding development and revision of the agency's Key Performance Measures (KPMs). The ways in which staff actively participate in performance measurements are summarized below.

KPM 3 (YOUTH TO YOUTH INJURIES), KPM 4 (STAFF TO YOUTH INJURIES), and KPM 5 (SUICIDAL BEHAVIOR) - In previous reporting periods staff were involved in a workgroup to determine the key elements critical to incident reporting. This workgroup comprised field, facility, and central office staff. Recommendations were incorporated into the OYA Youth Incident Report (YIR).

KPM 7 (CORRECTIONAL TREATMENT), KPM 8 (EDUCATION SERVICES), KPM 9 (COMMUNITY REENTRY SERVICES), and KPM 10 (SCHOOL AND WORK ENGAGEMENT) - During previous reporting periods, field staff recommended the case audit process be revised. Staff feedback was incorporated and new protocols set in place to support the new process.

*** Elected Officials:**
Related to KPM 3 (YOUTH TO YOUTH INJURIES) and KPM 4 (STAFF TO YOUTH INJURIES) - OYA receives ongoing feedback from elected officials during regular budget presentations to the Public Safety Subcommittee of the Joint Ways and Means Committee

*** Stakeholders:**
OYA continues to solicit information from stakeholders regarding agency progress during regularly scheduled meetings. These meetings include:

	* The OYA Advisory Committee, comprised of representatives from the Oregon Commission on Children and Families (OCCF), Criminal Justice Commission (CJC), Department of Human Services (DHS), Department of Education (ODE), Disability Rights of Oregon (formerly Oregon Advocacy Center), Juvenile Rights Project, law enforcement, Crime Victims United, community residential providers, District Attorney Association, Coalition of Advocates for Equal Access for Girls, and other stakeholders. * The Partners for Children and Families Committee includes representatives from DHS, OCCF, ODE, and local entities. Discussions focus on comprehensive case planning for youth with the intent of decreasing the likelihood youth will commit additional crimes in the community. * The Data and Evaluation subgroup of the Juvenile Justice Information Systems Steering Committee is comprised of representatives from Oregon Juvenile Department Directors Association (OJDDA) and OYA. * Community Residential Provider Forums involve contracted community residential providers who discuss performance and other operational issues. OYA continues to solicit information from stakeholders regarding agency progress during regularly scheduled meetings. * The agency's Second Chance Act Re-entry Grant Steering Committee provides guidance and recommendations to OYA regarding how to improve transition success. The steering committee is comprised of representatives from both public agencies and private industry. *** Citizens:** OYA continues to encourage citizen involvement in the development and revision of agency performance outcomes. Examples of this include surveying youth and families regarding their satisfaction with OYA services (KPM 14 - Customer Satisfaction); posting previous Annual Performance Progress Reports on the OYA Web site and encouraging citizens to provide input; and having a representative from Crime Victims United serve as a member of the OYA Advisory Committee, at which KPMs, particularly recidivism, are discussed.
2 MANAGING FOR RESULTS	OYA's Key Performance Measures help track outcomes related to the agency's mission of youth safety (injuries, suicide, escapes, and runaways); accountability (restitution and risk/needs assessment); and reformation (intake, case plan, education, treatment, and transition). The OYA performance measurement system goes beyond tracking KPMs and comprises five components: KPMs, Performance-based Standards (PbS), Safety and Security reviews, the Correctional Program Checklist (CPC), and a formal quality improvement system. OYA recognizes the importance of using data to manage, and continues to focus its efforts in this area. A summary of how KPMs are used to manage the agency follows.

JJIS Reports - The OYA performance measurement system is supported by automated systems that generate regular reports used to track agency progress in the areas of youth and staff safety, incident responses, and youth reformation. As new programs are implemented, new automated reports are created (more than 400 reports currently are available). Examples of information obtained from automated reports include risk/needs assessments to be completed, case plan goals to be updated, and transition activities to be documented (KPMs 6, 7, and 9). Other reports extract information about which Individualized Education Plan (IEP) services youth received, whether youth were engaged in school or work within 30 days of commitment, and the degree to which youth meet restitution obligations (KPMs 8, 10 and 11). Assistant directors, facility program directors, and field supervisors can choose to automatically receive this information monthly. Additionally, KPM data are reviewed and discussed during regularly scheduled meetings of the OYA Cabinet and are shared throughout the year with field supervisors, facility superintendents, camp directors, the Statewide QI Committee, and QA Specialists.

Review of Critical Incidents - OYA has an established system of incident review that includes local management and assistant directors. All Youth Incident Reports (YIRs) are reviewed by local management; high-risk incidents are sent directly to the OYA assistant directors for attention. This streamlined reporting system ensures that important information related to youth and staff safety (KPM 15) is communicated immediately to the appropriate parties.

Agency Action Plan/Unit Improvement Plans (AAP/UIPs) - OYA uses these plans to enable field and facility managers to organize and track areas for enhancement specific to their work unit. Information related to KPMs can be included on the AAP, such as increasing the number of OYA risk/needs assessments completed within the designated time frame (KPM 6) and/or case plans completed within 60 days of placement (KPM 7). Local QI committees regularly review these plans.

Field KPM Workgroups - OYA field supervisors continue to provide input regarding methods of improving performance on each KPM. Recommendations currently are being implemented.

Field Case Audits - OYA uses a standardized protocol in which information about youth receiving transition services within 60 days of release is captured.

Youth and Family Surveys - Data from customer satisfaction surveys (KPM 14) are used to measure how well the agency is meeting the needs of the youth and families it serves. The OYA Cabinet uses customer survey information to help determine agency priorities and generate strategies for improvement.

	Performance-based Standards (PbS) and Safety/Security Reviews - These quality assurance processes assist the agency in determining progress in the areas of safety, reintegration, and reformation for close-custody facilities. The PbS data collection process takes place twice a year; safety/security reviews occur once every two years. These data are used by facility treatment managers to identify operational strengths and weaknesses, and to develop improvement plans. Correctional Program Checklist (CPC) - OYA uses the CPC instrument to measure the degree to which OYA close custody living units and contracted community residential programs use correctional treatment practices and interventions shown to reduce recidivism (e.g., assessing risk, targeting treatment to each offender's risk level, using cognitive behavior and social learning treatment approaches). Findings from the CPC are used by program administration to generate improvement plans. This ongoing performance measurement provides a comprehensive picture of program integrity and enables OYA to determine how well it is achieving its mission of public safety and reformation, as well as strategic plan goals. Multi-Disciplinary Team (MDT) Standards - OYA conducts Multi-Disciplinary Team (MDT) meetings to ensure youth receive the identified educational, vocational, and other transition services (KPMs 8 and 9). Checklists are used to ensure standards are met. Continuous Quality Improvement (CQI) System - The agency continues to refine the CQI System to increase emphasis on using data to prioritize improvement areas and make agency decisions. The Statewide CQI Committee will continue to develop solutions to systemic issues and make recommendations to the OYA Cabinet based on data trends. Local CQI committee members and staff have been trained on using data to determine priorities for improvement (i.e., high risk/high frequency).
3 STAFF TRAINING	OYA continues to make a substantial investment in training staff on the value and practicality of performance measurements. These efforts include, but are not limited to, training in the areas of assessment interpretation, the components of effective correctional programming, and fidelity measures. OYA requires that all new staff participate in a one-week New Employee Orientation training, and that direct-care staff receive an additional three weeks of training. As part of this process, staff are educated on the OYA mission and the Principles of Effective Correctional Intervention, which serve as the foundation on which treatment and programming are delivered. The training includes information about agency performance measures. New employees also are trained on the practical value of keeping youth safe. Training focuses on using cognitive

	behavior interventions and de-escalation techniques that have proved effective in managing aggressive youth behaviors. These training topics ultimately impact a number of KPMs including, but not limited to, KPMs 3, 4, 5, 12, and 13. To increase the accuracy of performance data and to better ensure youth are placed appropriately, OYA revised the Risk/Needs Assessment (RNA) training for staff whose position description includes using assessment tools and developing youth case plans. Training also includes information about KPM 6 and the role staff play in agency performance. This training is part of the agency's continuous effort to ensure staff understand the purpose of the RNA, how to effectively use the instrument, and how to develop comprehensive case plans to best meet the needs of youth. The agency continues to provide RNA refresher training on a quarterly basis.
4 COMMUNICATING RESULTS	*** Staff :** OYA supports an open, transparent, and collaborative communications process with staff, elected officials, stakeholders, and the public. Information sharing occurs on a regular basis with these parties through a variety of avenues including site visits, electronic publications, newsletters, the Internet, regularly scheduled meetings, and formal presentations. Ways in which performance results are communicated include: Regularly scheduled meetings - Regular meetings include the OYA Cabinet, Statewide CQI Steering Committee, statewide OYA managers meeting, and meetings of the field supervisors, facility superintendents/camp directors, and quality assurance specialists. Site visits - During FY 2011 OYA executive staff visited all OYA field offices and close-custody facilities to meet with employees. As part of this process, unit strengths and areas of improvement were discussed. Electronic publications - OYA uses *Inside OYA*, a monthly electronic newsletter, to share KPM information with staff and stakeholders. Some facility treatment managers and field supervisors use this publication as a mechanism to engage staff on their roles and responsibilities in contributing to successful outcomes. OYA Web site - All agency reports are posted on the official OYA Web site. Reports include previous annual performance progress reports, biennial report, and Senate Bill 267 progress reports, all of which detail agency progress in several performance areas. OYA Intranet – OYA's Intranet includes a "dashboard" of outcome measures that enable staff to view the status of the

agency's KPMs and other measures.

Automated JJIS reports - Staff have access to more than 400 reports that provide valuable performance information for assisting in managing individual caseloads.

*** Elected Officials:**
Oregon Legislature - In compliance with state statute, the agency presents its budget to the Legislature each biennium. This formal document, and the budget presentation include the agency's KPMs. During the budget hearings, legislators are afforded the opportunity to provide feedback on agency performance data and measures.

Local Public Safety Coordinating Councils (LPSCC) - Every county in Oregon has a public safety council comprised of representatives of the local public safety community including county commissioners, judges, district attorneys, citizens, county public safety agency heads, city police, citizens, and others. OYA field supervisors meet with LPSCCs regularly and share agency performance information.

*** Stakeholders:**
Electronic publications - OYA's monthly electronic newsletter, *Inside OYA*, is one method of sharing information with staff and stakeholders on agency activities, evidence-based practice research, and performance measurement data.

Regularly scheduled meetings with stakeholders in which information regarding agency performance is shared include OYA Advisory Committee meetings, which are conducted quarterly, Oregon Juvenile Department Directors Association (OJDDA) monthly partner meetings, and Community Residential Provider forums.

OYA Web site - All agency reports are posted on the official OYA Web site. Reports include previous annual performance progress reports, biennial reports, Senate Bill 267 progress reports, budget presentation documents, and newsletters, all of which detail agency progress in several performance areas.

*** Citizens:**
Committee Representation - Crime Victims United, CASA, representatives of the Juvenile Rights Project, retired law enforcement officers, and other citizens serve on a variety of committees in which feedback on agency performance is solicited.

Internet Accessibility - The agency's Web site, accessible by the public and agency partners, provides information frequently requested by users. A "contact us" button also appears on the Web site, which provides citizens with the

ability to directly contact key OYA staff members. OYA's Web site (www.oregon.gov/OYA/) allows easy access to agency performance information for all individuals.

Information Requests - Citizens may request agency performance information through individual requests on the OYA Web site.