

INTEGRITY

PROFESSIONALISM

ACCOUNTABILITY

RESPECT

JANUARY
2012

INSIDE OYA

Generosity helps fill Santa's toy workshop

From Legos and Angry Birds to dolls and Hex Bugs, Oregon children unwrapped some great toys Christmas morning thanks to OYA and other state employees.

OYA employees reported collecting \$4,914 in cash and toys in the annual holiday toy drive. Or, figuring an average \$20 per toy, OYA employees' generosity translated into nearly 250 new toys.

"Everybody came together and provided good Christmases for an awful lot of families," said PREA Coordinator Macilla "Kila" Jager, who managed the 2011 toy drive with assistance from PSO's Rosa Aguirre and Human Resources' Tami Young. "I believe the numbers are significantly higher than in previous years."

Some employees bought toys or wrote checks while others bought special lunches, snacks, or other fund-raising items.

With five field offices reporting, the total contributed was \$677: Clackamas, \$28; Lane, \$99; Marion, \$140; Yamhill, Polk, Linn, and Benton, \$130; and Northwest Region, \$280.

With seven facilities reporting, the total was \$3,290: MacLaren YCF, \$300; North Coast YCF, \$110; Oak Creek YCF, \$930; River Bend YTF, \$650; Rogue Valley YCF, \$300; and

Tillamook YCF and Camp Tillamook YTF, \$1,000.

Central Office employees raised \$947 in cash and toys, including \$185 in an unconventional No Bake Sale.

"We have wonderful people who will give in different ways," Jager said.

"We just have to be creative in how we get the donation." ■

Toys donated by state agency employees pile up in the State Capitol lobby before Christmas.



P2
Director's column

P3
OYA sees PbS gains

P4
Rogue Valley volunteers help build sweat lodges

P5
Youth learn fire-fighting skills

P6
New Budget and Contracts manager; Benefits Unit staff generate revenues for youth

P7
Support payments help youth

P8
Oak Creek GLC saves the day; OPMS cascades throughout OYA

This month's masthead photo is by Jim Sellers. You may submit a photo for use as an *Inside OYA* masthead by e-mailing your photo to oya.communications@oya.state.or.us.

AWARDS AND RECOGNITION

SERVICE AWARDS

The service awards listed are for November 2011.

25 YEARS

Larry Wilson
Marion PP Office

20 YEARS

Edith Johnk
Health Services

Jan Mogensen
Information Services

15 YEARS

Troy Lovdahl
Multnomah PP Office

Moving forward with new efficiencies



Colette S. Peters

The new year is bringing with it a lot of exciting changes within OYA. Key to these changes is the rollout of the OYA Performance Management System (OPMS).

This rollout – or cascading process – is the latest phase in creating a system that will enable everyone within OYA to help improve and streamline the processes that support our work.

For the past two years OYA's leadership team has thoroughly examined the agency's core processes and has developed measures for monitoring how well we are achieving our desired outcomes. Now, OPMS is on its way to you.

Nearly half of all OYA employees have attended the introductory day-long training sessions designed to introduce this new system. We expect to reach all employees within the next few months.

The next step will be for each work unit – whether located in a facility, field office, or Central Office – to measure processes related to your work, identify problems that prevent high performance, and develop ways to make those processes more effective. The goal of OPMS is to reduce the barriers that get in the way of your work.

It is your involvement that will make this system work. OPMS is not top-down driven; it is driven by you, because you understand your job better than anyone else. OPMS allows you to use data to spot problem areas and create solutions.

Your involvement already is making a difference. In early January, Cabinet members

reviewed some of the many suggestions we received from the first groups of employees who received the 8-hour training. And we have made changes as a result.

Several of you suggested adding measures to the Fundamentals Map, which lists OYA's core processes and measures. Many of you also recommended changing the wording on some measures to make them more inclusive of all parts of the agency. We have made almost all of these recommended changes.

We also are working on adding information about OPMS to OYA Net, so you will be able to easily review the Fundamentals Map and other materials, and learn more about the system. (If you're not already familiar with the map, one is being posted soon on OYA Net. Look for an upcoming e-mail with more information.)

OYA's leadership team takes these processes and measures seriously. Managers report on the status of these measures each quarter at a target review meeting. We discuss problem areas and the approaches we are taking to improve performance. The focus is on sharing information and developing solutions.

As we move ahead with the rollout process, we are looking forward to hearing more ideas. You are the experts who will make this work.

Thank you for your enthusiasm and interest about the OYA Performance Management System. With your help, we will be able to streamline agency operations and improve our ability to achieve our mission and vision.

Colette S. Peters
Director

OYA facilities register dramatic PbS gains

Oregon volunteered to be the first state to pilot the national Performance-based Standards (PbS) initiative. And in early 2010, the last of OYA's facilities qualified to participate in the effort.

Now, for the first time, all OYA facilities attained either PbS Level 2 or Level 3 on the four-level scale (4 is highest). The agency's overall PbS level stands at 2.45, compared with 1.83 in October 2009.

"It's huge for OYA that every facility made it beyond Level 1 this time around," said Statewide PbS Coordinator Gary Westoby. "This gives us a measuring stick to see how we compare with other facilities across the nation." Prior reports showed as many as six OYA facilities at Level 1.

This time, Level 3 was attained by Camp Florence YTF, Camp Tillamook YTF, Eastern Oregon YCF, RiverBend YTF, and Tillamook YCF. Reaching Level 2 were Hillcrest Intake and Hillcrest YCF, MacLaren YCF, North Coast YCF, Oak Creek YCF, and Rogue Valley YCF. Tillamook YCF has maintained Level 3 for every semi-annual PbS reporting period since October 2008; Camp Tillamook YTF has attained Level 3 in four of the five PbS reporting periods since October 2009.

Westoby said he is analyzing the data to determine significant areas of improvement. But he said Valerie Boykin, the Boston-based PbS coach, said Hillcrest Intake and Hillcrest YCF's scores on community reintegration were the highest she had seen among the jurisdictions she oversees.

Westoby said it has been almost impossible for OYA facilities to achieve Level 4 because they have so many DOC youth for whom OYA does not manage community reintegration. But, he noted, with JPPOs now serving DOC youth in facilities and acting as a bridge between facility and adult community supervision (*Inside OYA*, September 2011), reaching Level 4 may be possible

The national data-collection effort was prompted by a Congressionally directed 1994 national study of 1,000 juvenile corrections facilities that found inadequate services and dangerous conditions for youth and staff. The federal government mandated the standards, now administered by the national Council of Juvenile Correctional Administrators (CJCA).

OYA's Director, Colette S. Peters, is a member of CJCA, where she serves as the association's Secretary and as Chair of the Positive Youth Development Committee.

Westoby said the facilities' achievements reflect "a lot of work behind the scenes. At each facility at least two people are pulling these data together and demonstrating the success of what we're doing."

He said he has been asked how OYA does so well given that the agency's staffing ratio isn't as rich as the national average. "We've been using tools like JJIS to be able to do more with youth with fewer staff," he said. "We have the tools in place to make it cost-effective." ■

SERVICE AWARDS

Continued

10 YEARS

Dan Dedera
Business Services

Barry Nanneman
Hillcrest YCF

Eric Randall
Oak Creek YCF

Selesa Wong
Hillcrest YCF

SERVICE AWARDS

Continued

5 YEARS

David Garcia
MacLaren YCF

Monica Genera
Community Services

Shelley Gerlach
Business Services

Joseph Sims
North Coast YCF

Ryan Tippetts
Hillcrest YCF

Debora Vancamp
Hillcrest YCF

Deborah Westoby
Camp Tillamook YTF

Jonathan Wyatt
North Coast YCF

Loyal volunteers 'giving back' at Rogue Valley

Tribal Liaison Jack Lawson remembers his first meeting with Nick Hall and other Southern Oregon Tribal Association representatives. He talked to them about the needs of Rogue Valley YCF youth. "We went out and cut willows and built a sweat lodge," he recalled.

That was in 1998. Nick Hall, Tom Smith, and Ray Stephens continue to lead biweekly sweat ceremonies, Sunday spiritual services, and an annual pow-wow in the autumn. "They really took it upon themselves to take ownership," Lawson said. "I can't say enough about them."

They also are among OYA's longest-serving volunteers.

"There was a time in my life when an elder told me 'you need to straighten up, you have a purpose here, it's time you got about it,'" Nick Hall says. "I feel like it's my time to give back."

Eight to 10 Rogue Valley youth usually participate in the sweat ceremonies, where the volunteers – Hall is Comanche-Kiowa, Smith and Stephens are Cherokee – teach what they were taught. "We try to encourage leadership and learning to pray," Hall said. "When they see the results of their prayers, that really turns them around. Our recidivism rate for youth who have participated in the sweat lodge has been very minimal." At Sunday services, he said, "We mostly talk about what we've been taught since time out of mind – behavior, responsibilities as a young man, responsibility to themselves, to their families, and to the community."

"Since the Industrial Revolution there's been a lack of respect for the environment," Hall added. So they also talk about respect for the earth, including the tribal elders' habit of considering the impact on future generations in their decisions.

Rogue Valley's Operations Director, Noel Hoback, sees a positive influence on youth offenders. "They've assisted some youth who have struggled in the facility," he said. "Their behavior has to be stable to go to the sweat lodge, and this gives them – especially the Native American youth – something to focus on."

Not only have the volunteers been faithful, but Smith and Stephens also drive relatively long distances – from Sams Valley and Butte Falls, respectively. Hall is a former Rogue Valley YCF Volunteer of the Year. "There's a lot of wisdom there," Hoback said of Hall. "He lives the values he speaks." ■



Tom Smith, Ray Stevens, and Nick Hall, seen here working on Rogue Valley YCF's sweat lodge, are among OYA's longest serving volunteers.

Fire Academy gives youth real-world job skills

During the academic year, Brett Dunten is an InterMountain ESD employee who teaches woodshop and physical education at RiverBend YTF High School. But for the past 11 summers he's fought wildfires in a half-dozen western states. So, having recently been accredited as a wildland-firefighting instructor, he was a natural to teach youth in the new RiverBend Fire Academy.

"Brett's done a fabulous job of building on what we pride ourselves on – offering unique and employable skills for the real world," said RiverBend Superintendent Brian Blisard.

The fire academy just graduated its first 11 youth, who earned both fire-fighting certification and college credit from Treasure Valley Community College in Ontario. A new class begins this month.

"We started out advertising the class like a job description, having youth apply as they would for a job and then doing formal interviews," Dunten said. Youth agree to abide by class expectations and, if they fail to do so, are "fired" from the class.

It's a 40-hour curriculum that Dunten said he stretches to 80 hours so he can incorporate information about FEMA, natural disasters such as Hurricane Katrina, and even space shuttle recoveries. "We do more than just the fire world," he said.

He shows youth how to succeed in applying for jobs with the BLM, Forest Service, and other public and private fire-fighting organizations. He believes job prospects are good, and that what starts as seasonal work can become year-round when tasks such as tree thinning, prescribed burns, and fence-building are added. He said wildland firefighting also can be a good summer job to earn college money, although he acknowledged some felonies may be a barrier to government employment.

"The kids are really excited," he said. "They see the end result, so they really pay attention and learn a lot." He said two youth who decided they wanted to be smoke jumpers did the research and learned that many smoke jumpers earn as much as 1,100 hours of overtime pay in a fire season.

Added to treatment and other education, Blisard said, the wildland-firefighting classes, onsite wastewater-management internships, and a first-responder class he hopes to add "will teach youth skills to help them not be victims of a bad economy." ■



RiverBend YTF youth are being trained in wildland firefighting by an instructor who's done the work for the past 11 years. Youth earn certification and college credit from Treasure Valley Community College, and instructor Brett Dunten says job prospects are good.

DEPARTURES

Joe Bowling
Hillcrest YCF

Paul Burger
Business Services

Nichole Chausse
Oak Creek YCF

Keith Cokeley
MacLaren YCF

Keith Dunn
Business Services

Edith Heftner
Information Services

Lisa Jeffers
MacLaren YCF

Richard Jones
North Coast YCF

Velma Kee
North Coast YCF

Lee Lederer
Treatment Services

Candace Morago
Hillcrest YCF

Sidney Turner
RiverBend YTF

Tom Wells
MacLaren YCF

Carrie Wouda
MacLaren YCF

ARRIVALS

Anthony Smith
Hillcrest YCF

**NEW BUDGET
AND CONTRACTS
MANAGER JOINS
OYA**

John Paul “JP” Jones has joined OYA as Budget and Contracts Manager in the Central Office. He succeeds Linda Gesler, who retired in December.

For the past six years, Jones was the Oregon Department of Revenue’s Financial Manager and manager of the section within ODR that processes all tax returns and payments. Prior to that, he held various financial management positions with the Oregon Secretary of State as well as project management positions with ODOT.

*Continued on
page 7*

Benefits Unit collects \$18M for OYA youth

If you are a JPPO, you may wonder why you get so many questions from the people in OYA’s Federal and State Benefits Unit. It’s because the members of this team are responsible for locating and obtaining benefits for youth.

They also coordinate the process of obtaining federal reimbursement for case management activities. In addition, this unit coordinates Medicaid (OHP) eligibility determinations and enrollments in health plans.

The Federal and State Benefits Unit collects approximately \$18 million annually. That’s approximately 12 percent of the entire OYA budget.

The three principal functions, all of which offset OYA expenses for youth, are:

- Child support, coordinated by Monica Genera;
- Social Security benefits, coordinated by Lori Hernandez, Julia Benjamin-High, and Lienna Bui; and
- Medical eligibility and health plan enrollments, coordinated by Linda Minden and Lienna Bui.

Team members work closely together, sharing information and understanding each other’s work well enough that they can fill in for one another.

“I think they each do an amazing service for the agency and for the youth,” said Paula Bauer, a former manager of the group. “And they do it with a lot of integrity and a lot of enthusiasm because they know they are making things better for our youth.” This team plays an important role in accessing benefits and services for youth, Bauer noted. “These are critical functions that happen each and every day.”



*JP Jones,
Budget and
Contracts
Manager*

“I think the Benefits Unit is an excellent fit for the Community Resources team,” said Erin Fultz, to whom the unit was transferred in late 2011. “I remember getting those phone calls, and it’s been great to actually understand what it is they do and why it’s so important for our kids. Plus, they’re a fun group, so I’m looking forward to working with them.”

Beginning this month, *Inside OYA* looks at the three functions supported by the Federal and State Benefits Unit. This month we look at child support (see page 7). We will cover the disability and medical benefits functions in February and March. ■

Parents' payments support youth reformation

Have you ever received an e-mail from Monica Genera about child support and wondered what it has to do with you? Genera regularly contacts JPPOs and facility Treatment Managers to locate information and documents to ensure that child support is available to youth who qualify.

"Working with JPPOs and facility staff is one of my favorite parts of my job," Genera said.

She coordinates the child support program, one of the Federal and State Benefits Unit's functions in the Central Office. She joined OYA in 2006, first working at Hillcrest YCF, and has been the Child Support Coordinator for the Federal and State Benefits Unit for the past two years.



Child Support Coordinator Monica Genera says working with JPPOs and facility staff is one of her favorite parts of the job.

Genera works closely with the Division of Child Support in the Oregon Department of Justice, which is the agency responsible for determining and enforcing each child support order. She also works with parents referred to her by field and facility employees, responding to questions related to child support. If the call is about a problem with their child support obligation, she offers information about how the child support system works.

"I assure parents the money is providing services to their youth," Genera said. "My job is to help them understand the system, whether it's about filling out paperwork or how to navigate the child support program."

Parents are obligated to pay child support to OYA while their sons or daughters are incarcerated or in paid community placements until age 18, or until age 21 if the youth is enrolled as at least a half-time student.

Genera said the amount of court-ordered child support depends on an individual's income and household expenses. The Division of Child Support determines the amount based on the information it receives from the parents. Payments help offset the costs of care for youth in out-of-home placements, including OYA facilities.

"Even though I am not directly working with youth, it feels good to be in a role that helps support the services provided to them and our agency, especially in times like now with such budgetary difficulties," Genera said. ■

Continued from page 6

Jones is a retired lieutenant colonel with the Oregon Army National Guard, where he held positions in the field artillery and financial management.

Jones holds an undergraduate degree from Portland State University and a Certificate in Public Management from Willamette University's Atkinson Graduate School of Management.

His predecessor, Gesler, joined OYA as Budget and Contracts Manager in 1998. Previously she was a DHS Budget and Policy Analyst, and a staff member for the Washington County and state juvenile services commissions. ■

INSIDE OYA

Colette S. Peters
Director

Fariborz Pakseresht
Deputy Director

For more information, to submit ideas, or to write an article, please contact the Communications Office:

Ann Snyder
503-378-6023
ann.snyder@oya.state.or.us

Jim Sellers
503-373-7425
jim.sellers@oya.state.or.us

Perrin Damon
503-373-7260
perrin.damon@oya.state.or.us

Send your stories for the February issue by Feb. 29. Articles received after that date will be held for the March newsletter.



Oak Creek GLC earns Wooden Spoon Award

It wasn't an enviable situation: With several score youth and staffers expecting to be fed lunch, Superintendent Lory Humbert learned at the last minute that the kitchen was without a cook. But a GLC saved the day (or at least the lunch).

"Ruben Rincon, who holds a food handler certificate, stepped up and volunteered to take the youth workers to the kitchen and see if they could produce the meal," Humbert said. "He did and they did, and the chicken burritos were excellent."

The Rincon-led culinary crew also prepped evening food that accompanied pizza Humbert picked up for the facility's dinner.

For his efforts, Rincon was given the Wooden Spoon Award, which he told Humbert would go on a special wall in his home. "We don't often have this happen at the facility," Humbert said, "so Ruben's response was above and beyond." ■



*Ruben Rincon,
Oak Creek GLC*

OPMS continues to cascade throughout OYA

Cascading of the OYA Performance Management System throughout the agency is under way statewide. Agency leaders, juvenile probation and parole officers, Quality Assurance Team members, program directors, treatment managers, unit coordinators, qualified mental health professionals, and group life coordinators – that's just a sampling of the staff who have attended or are scheduled to attend an eight-hour training to introduce the mechanics of OPMS.

Staff who cannot attend the training workshops will learn about OPMS in their local team meetings. The training will be offered in modules and cascaded out gradually. "The information presented to everyone is largely the same," said Perrin Damon, who is coordinating the rollout.

Introductory sessions should be wrapped up by spring. After that, each team will start looking at data from JJIS and other sources to assess and improve the efficiency of work processes. "OPMS is all about engaging staff and tapping their expertise to make work processes efficient and effective," said Damon.

"OPMS provides staff the information they need to see what's going well and where there's room for improvement," said Sharon Pette, OYA's Program Evaluation and Quality Improvement Coordinator. "And, it offers tools to implement fixes – from staff taking initiative 'in the NOW' to conducting a formal problem-solving technique called 7-Step."

"But most importantly," said OYA Deputy Director Fariborz Pakseresht, "OPMS depends on decisions and improvements being made by the people who do the work, who know the issues, and who are in the best position to devise and implement improvements. Our staff are the authorities. OPMS gives us a framework to tap into that expertise." ■